



JUMP+ Plan



ITTHIRIT NICE CORPORATION PUBLIC COMPANY LIMITED

(ITTHI)

Year 2026 - 2028

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Consumer Products

CG Report :

SET ESG Ratings: **AA**

Anti-Corruption Certification (CAC): -

Business Type

Distributor of electronic devices, consisting of lighting products and IET-type equipment, Production and distribution of disinfectant alcohol products. Currently, this is not a key area of management, but it continues to be sold primarily to regular customers on an ongoing basis.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	695.56	652.85	440.48	227.62
Expenses	658.28	615.43	409.22	200.86
Net Profit	28.18	28.02	23.20	21.15
Balance Sheet (MB)				
Assets	461.66	488.43	501.18	201.56
Liabilities	84.51	114.18	154.94	78.81
Shareholders' Equity	376.55	374.25	346.24	122.75
Cash Flow (MB)				
Operating	13.30	120.78	-107.94	32.58
Investing	-7.90	-5.12	-2.99	-0.88
Financing	-40.40	5.52	193.66	-37.15
Financial Ratio				
EPS (Baht)	0.10	0.10	0.09	0.13
GP Margin (%)	15.26	16.97	22.42	33.57
NP Margin (%)	4.05	4.29	5.27	9.29
D/E Ratio (Times)	0.22	0.31	0.45	0.64
ROE (%)	7.51	7.78	9.89	17.23
ROA (%)	7.85	7.43	8.71	13.41

JUMP+ Plan

Business Plan

Target in 2028

Net Profit **200.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : Strategy for generating sales growth while sustainably maintaining net profit margins.

Governance Plan

1. Enhancing the competency and performance of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing whistleblowing mechanisms
4. Enhancing business continuity management

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

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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)	23.20	28.02	28.18	200.00

Three key objectives are: increasing sales volume (Sales Volume Growth), expanding the customer base (Customer Base Expansion), and improving net profit margin efficiency (Net Profit Margin Improvement).

Growth plan/Increase business value

Strategic Plan : Strategy for generating sales growth while sustainably maintaining net profit margins.

Strategic Implementation Roadmap

Phase 1: Preparation and Potential Analysis (Pre-Expansion Phase) Public Sector Compliance Analysis:

- Study government procurement standards, vendor registration requirements, and prepare product certification documents to increase bidding opportunities.
- Product Portfolio Selection: Select high-margin products to offer to real estate projects and the public sector, ensuring that sales growth does not reduce the overall net profit margin.

Phase 2: Proactive Market Penetration & Development

Building Relationships within the Real Estate Sector (B2B Relationship Management): * Establish a specialized sales team (Key Account Management) to access leading real estate development companies in the country.

- Offer integrated solutions to increase contract value, rather than competing solely on unit price.

Government Project Bidding (B2G Strategic Bidding):

- Monitor the budget spending plans of relevant agencies.
- Employ a consortium strategy for complex projects to reduce operational costs and diversify risks.

Phase 3: Digital Channel Enhancement and Profit Optimization (Digital Acceleration & Margin Control)

E-commerce Infrastructure Setup:

- Develop an online platform that supports both general customers (B2C) and project customers requiring repeat material orders.
- Implement automated systems for order reception and document issuance to reduce personnel costs (Admin Cost).

Utilizing Data Analytics for Profit Management:

- Utilize online sales data to analyze customer behavior for Up-selling and Cross-selling strategies. * Monitor real-time net profit margins across all channels to adjust pricing strategies (Dynamic Pricing) in response to market conditions.

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

- Growth

Targets

Generating revenue growth by expanding the new customer base and maintaining the continuity of the existing customer base through an Omni-channel strategy.

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	48.21	6.54	40	45	50
EBIT Margin (%)	5.63	5.36	20	22	24

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Strategic Revenue Enhancement and Competitive Advantage Framework The organization is committed to driving strategic revenue growth through aggressive market expansion, beginning with a focused penetration into the public sector and the establishment of strategic partnerships with major real estate developers. Furthermore, we aim to broaden our operational footprint into specialized institutional and industrial segments, including healthcare, educational institutions, hospitality, and manufacturing complexes. By delivering solutions that meet rigorous international engineering and architectural standards, we ensure a robust and sustainable net profit margin. In terms of distribution innovation, the organization is accelerating its digital channel capabilities to align with evolving consumer behaviors while simultaneously strengthening brand identity and corporate image to ensure market leadership and credibility. Ultimately, to ensure sustainable excellence, we prioritize the optimization of operational systems and the elevation of after-sales service standards. These efforts are designed to deliver a superior customer experience, fostering long-term retention and brand loyalty across all commercial platforms.	2026	<ul style="list-style-type: none"> Achieving a 5-15% increase in total revenue relative to the established base year. Positioning the brand as a professional authority in innovative lighting, Solar PV systems, Smart Home technologies, Smart Poles, and EV Charging infrastructure. Transitioning from SEO to AEO (Answer Engine Optimization) to enhance brand visibility through AI-driven search, alongside re-engineering the website architecture to be "AI-ready," thereby driving conversion rates across digital channels.
	2027	<ul style="list-style-type: none"> Establishing a year of strategic differentiation and accelerated growth, with a target to increase revenue share from public sector projects, real estate developments, and e-commerce channels by 10-20% relative to the base year. Focusing on product development and promotional strategies that align with sustainability principles and economic value, ensuring the delivery of high-quality solutions that precisely meet functional consumer requirements. Elevating sales processes through advanced technology by implementing Artificial Intelligence (AI) and Intelligent CRM systems for predictive analytics and personalized recommendations. This is coupled with workforce upskilling and restructuring for organizational agility to ensure readiness for the digital era.
	2028	<ul style="list-style-type: none"> Achieving sustained and consistent total revenue growth of 15-20% relative to the base year. Developing a proprietary e-commerce ecosystem, "Smart Lighting Mall," to centralize the product portfolio and enhance direct-to-consumer engagement. Establishing a Unique Selling Proposition (USP) by focusing on design excellence, structural durability, and eco-friendly innovations to ensure product differentiation in the market.

Strategic Initiative	Year	Expected Outcomes
<p>(Strategic Framework for Operational Excellence and Resource Optimization) The organization is committed to enhancing operational efficiency through an "Integrated Cost Management Framework." This involves restructuring energy and water resource utilization through stringent control measures and energy-saving technologies. Simultaneously, we aim to optimize IT infrastructure and internet connectivity expenditures by aligning services with actual requirements to eliminate redundancies. Furthermore, a strategic supply management system will be implemented to minimize the wastage of consumables. At the core of this strategy is the "Corporate Awareness and Sustainability Culture Initiative," designed to instill a sense of responsibility and resourcefulness across all levels of personnel, ensuring both financial stability and environmental sustainability for the firm.</p>	<p>2026</p>	<ul style="list-style-type: none"> • Implementation of Solar Rooftop systems across office buildings and warehouses to enhance energy autonomy, reduce operational costs, and significantly lower carbon dioxide emissions. • Initiatives to optimize water consumption and promote conservation awareness, aiming for a measurable reduction in water usage compared to historical benchmarks. • Transitioning towards a Paperless Office environment to minimize resource consumption and enhance digital workflow efficiency. • Elevating the corporate identity towards becoming a "Green Company," reflecting a steadfast commitment to environmental stewardship and global sustainability standards. • A strategic roadmap to transition 50% of the corporate fleet to Electric Vehicles (EVs) to mitigate greenhouse gas emissions and align with Net Zero trajectories. • Integrating automated control systems for HVAC operations in accordance with the company's ESG (Environmental, Social, and Governance) energy management framework. • Strengthening internal communication and fostering a sustainability mindset to ensure comprehensive employee engagement in operational goals. • Migrating to Cloud-based infrastructure to reduce energy consumption and on-site server maintenance costs, while enhancing architectural flexibility to support future business scalability.
	<p>2027</p>	<ul style="list-style-type: none"> • Implementing Smart Energy Management systems to monitor and optimize electrical consumption, ensuring operational energy efficiency. • Transitioning to recyclable or biodegradable consumables to minimize waste and promote environmental sustainability within the supply chain. • Accelerating the transition to a 100% Electric Vehicle (EV) fleet to mitigate greenhouse gas emissions and advance the organization's commitment to Net Zero targets. • Cultivating a culture of active engagement by empowering employees to effectively implement strategic initiatives across all departments. • Modernizing the Enterprise Resource Planning (ERP) system to streamline data management and optimize long-term operational and maintenance costs.
	<p>2028</p>	<ul style="list-style-type: none"> • Implementing a comprehensive Barcode System for all product SKUs to enhance data accuracy and minimize operational errors in inventory management.

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> • Cultivating a sustainable corporate culture by internalizing resource conservation behaviors as a fundamental habit among employees.

Risk Management

Risk 1 : Risk of severe price competition in the industry

• **Risk Characteristic**

The intensifying competitive environment in the market may lead competitors to adopt price strategies (Price War) to expand market share. Such a situation could compel the company to reduce selling prices to retain its customer base and sales volume, directly impacting the Gross Profit Margin, as well as the overall profitability and total revenue of the organization.

• **Risk Impact**

1. Risk of losing market share, which results in revenue recognition not meeting the strategic targets set, due to changing market conditions or shifts in consumer behavior.
2. The increase in the number of new competitors in the industry (New Entrants) who may introduce innovations or new business models, which poses a challenge to the company's competitiveness and ability to retain its existing customer base.

• **Risk Management Measures**

1. Create a competitive advantage by enhancing efficient after-sales service and rapid logistics management to achieve maximum customer satisfaction.
2. Plan and implement proactive sales promotion activities to stimulate purchasing demand and expand the customer base in a highly competitive environment.
3. Develop procurement strategies by building a diverse network of trading partners (Suppliers) to increase bargaining power and manage raw material costs with maximum efficiency.
4. Maintain product quality standards in line with the pricing structure (Value for Money) to deliver the best value to consumers.

Risk 2 : Risk from changes in consumer behavior affecting business operations

• **Risk Characteristic**

Risks arising from rapid changes in consumer behavior, encompassing product demand, distribution channels, and purchasing decision processes. Examples include the transition from traditional physical stores to online platforms (Digital Transformation), the increasing emphasis on sustainability factors, and the consideration of value beyond mere price. These conditions compel companies to update their product strategies, marketing communications, and service models to keep pace with evolving market trends, thereby preserving their competitive capabilities.

• **Risk Impact**

1. Risk of decline in the organization's total revenue due to inadequate adaptation to market demands or the loss of sales opportunities in channels currently favored by consumers.
2. Inventory Aging, which results in the prolonged accumulation of overdue stock, impacts financial liquidity, and heightens the risk of obsolescence or depreciation of technology products.

• **Risk Management Measures**

1. Develop and enhance the capabilities of integrated online distribution channels to accommodate digital purchasing behavior and increase access to a wider customer base.

2. Focus on diversifying the customer base (Diversification) to include both retail and corporate clients, in order to reduce reliance on any single market segment and create revenue stability.
 3. Implement strategies to procure diverse new products and innovations that align with the specific needs of customers in each segment (Customized Solutions).
 4. Organize proactive sales promotion activities and marketing campaigns to stimulate purchasing decisions and efficiently manage inventory turnover.
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Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

Aiming for a dynamic, diverse, and globally aware board for the sustainable growth of the organization, by laying the foundation and restructuring (Foundation & Restructuring)

In a world driven by technology and sustainability, organizations need a board with a forward-thinking vision. This strategic plan focuses on creating a "High-Performance Board" that is diverse and possesses comprehensive skills to guide the organization through the challenges of the next decade.

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	In Progress	In Progress	In Progress	Success
Board Development Strategy	-	Foundation & Restructuring	Deepening Competency	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Foundation & Restructuring	2026	<ul style="list-style-type: none"> Redefining diversity for the future starts with updating the Board Skill Matrix. This ensures coverage of 2026 global trends such as AI Governance, Green Energy, and managing a workforce spanning five different generations.
	2027	<ul style="list-style-type: none"> Customized Individual Development Plan (IDP): The organization will support directors in attending specialized training programs to address their specific competency gaps.
	2028	<ul style="list-style-type: none"> Succession Excellence: Establishing a robust Board Talent Pipeline to ensure that as terms expire, the organization maintains a pool of qualified candidates who meet our predefined diversity standards.

Risk Management

Risk 1 : Cultural and Ideological Conflict Risk

- **Risk Characteristic**

Increasing diversity across five age groups may lead to conflicts in work styles and decision-making. Senior board members who prioritize experience might clash with newer board members who emphasize speed and technology.

Existing board members may feel uncomfortable or resist being evaluated through the new Skill Matrix, which they might perceive as devaluing their traditional experience.

- **Risk Impact**

"Boardroom Paralysis" may occur, leading to delayed decision-making due to differing perspectives or excessively divergent decision-making criteria, thereby causing the organization to lose opportunities to gain competitive advantage.

- **Risk Management Measures**

Establish a "Reverse Mentoring" system and cultural orientation to enable new-generation directors to share technological knowledge and senior directors to share management experience, as well as define a Board Charter that emphasizes the acceptance of diverse opinions.

Risk 2 : Selection and Quality Risks

- **Risk Characteristic**

The risk of selecting individuals merely to "fill slots" in a Matrix (Tokenism), for instance, selecting an AI expert who lacks understanding of the overall business context, or selecting individuals based on age group but without board-level leadership skills. Skills such as AI Governance or Green Energy are new and complex matters. If directors possess only theoretical knowledge but lack actual risk management experience in those areas, it could lead the organization in a misguided direction.

- **Risk Impact**

Erroneous and costly strategic decisions were made, such as investments in unviable AI technology or unrealistic clean energy plans, which impacted financial standing and operational efficiency.

- **Risk Management Measures**

1. Do not restructure everything at once, but rather implement a phased transition.
2. Establish a mentoring system between board members of different generations (Reverse Mentoring) to facilitate the transfer of technological knowledge from younger generations and organizational political knowledge from older generations.
3. Utilize the system as an advisor to the board in the initial phase and establish selection criteria that prioritize demonstrable achievements over theoretical knowledge.

Risk 3 : Succession Risk

- **Risk Characteristic**

Setting overly specific criteria (e.g., requiring candidates to be Gen Z, proficient in Green Energy, and possess management experience) may lead to an insufficient number of options in the pipeline, resulting in a shortage of suitable candidates when needed. Furthermore, individuals identified in the Talent Pipeline might wait too long and opt to accept positions elsewhere. Consequently, when the terms of current board members expire, the organization may find itself without qualified individuals ready to assume their duties.

- **Risk Impact**

A "leadership vacuum" occurs when a suitable successor, meeting excessively high criteria, cannot be identified in a timely manner. This results in a disruption of management continuity and may necessitate the hasty appointment of an unqualified individual, which ultimately leads to long-term adverse effects.

- **Risk Management Measures**

Expand talent sources and opportunities to adjacent industries, and maintain relationships with individuals in the pipeline to prevent them from seeking opportunities elsewhere.

Risk 4 : Ethical and Governance Risks

- **Risk Characteristic**

If the board hastily pushes for AI Governance without a comprehensive understanding of algorithmic complexity, it could lead to risks such as data privacy violations or biased decision-making, severely impacting the organization's reputation. Furthermore, a focus on Green Energy, if pursued solely for public image without a practical implementation plan, may be perceived as greenwashing and subject to scrutiny by regulatory authorities.

- **Risk Impact**

A "Reputational Crisis" would occur if an organization is accused of greenwashing or utilizing AI in an opaque manner. It would face pressure from institutional investors and could incur legal penalties, which would severely damage its share value and brand.

- **Risk Management Measures**

Prepare transparent reports in accordance with international standards (e.g., GRI or ISSB) to prevent accusations of Greenwashing.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Sustaining the enhancement of anti-corruption efforts within an organization is not merely about issuing additional regulations, but rather about transitioning the organization towards a "Proactive Approach" system. This approach focuses on eliminating opportunities for misconduct from the outset, relying on the synergy of three key components: technology, management systems, and personnel.

1. Utilize technology to initiate a Data Analytics system. Corruption has been thoroughly investigated, covering data from procurement, partners, and finance, to the operational behavior of personnel, to identify "Red Flags" or warning signs that humans might overlook in tens of thousands of documents.

2. Proactive Risk Management Do not wait for problems to arise; identify "weaknesses" beforehand. Corruption Risk Assessment: Assess risk points in each process, such as approval tasks, procurement, or high-value projects. No Gift Policy: Seriously announce a "no giving, no receiving" gift policy for all occasions to break the cycle of hidden bribery. Whistleblowing System: A secure complaint channel that protects the identity of whistleblowers and has a rapid response process.

3. Fostering Conscience and Culture (Integrity Culture) Regulations may be violated, but "conscience" will be the most sustainable control. Tone at the Top: Organizational leaders must clearly demonstrate commitment and set an example. Ethical Training: Provide training in the form of real-life case studies, not just reading legal texts, to enable employees to distinguish between "what is permissible" and "what constitutes a risk." Incentivizing Integrity: Reward or recognize departments or individuals demonstrating excellent transparency.

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"> 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 	Complete	-	-	-
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	-	Engage at least 50% of critical business partners to establish and implement Anti-Bribery and Corruption policies	Ensure 100% of critical business partners establish Anti-Corruption policies, while actively monitoring and evaluating their compliance.	Expand the requirement for Anti-Corruption policy establishment to secondary business partners, covering at least 25% of the total partners in this group.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Foundation & Digitalization Analytics & Monitoring Sustainability & Ecosystem	2026	<ul style="list-style-type: none"> The information is readily available and the complaint channels are reliable.
	2027	<ul style="list-style-type: none"> Detect and prevent anomalies before damage occurs.
	2028	<ul style="list-style-type: none"> The organization is transparent in the eyes of outsiders and the system is stable.

Risk Management

Risk 1 : Risks in the Procurement Process (Procurement Risk)

• **Risk Characteristic**

It is a distortion of the rules from the outset to meet the conditions. Specific details may be intentionally specified to exclude other competitors, or there may be a prior agreement on benefit sharing. These circumstances cause the organization to pay higher than market prices and lose the opportunity to obtain the best quality goods or services, including the division of procurement budgets to avoid the approval authority of senior executives, or the repeated procurement from the same companies.

• **Risk Impact**

1. Impact on Budget and Efficiency (Financial & Operational Impact) Receiving substandard goods when bribes or kickbacks are paid. Contractors often reduce material specifications or lower work quality to maintain profit margins. This results in projects that are not durable, do not operate at full efficiency, or require premature maintenance costs. Organizations are forced to pay above the true market price (Overpricing) due to price manipulation or a lack of genuine competition.
2. Impact on Governance and Organizational Culture (Organizational & Cultural Impact) When corruption becomes normalized, honest employees will experience demoralization (Demoralization), leading to the resignation of talented individuals or forcing ethical individuals to conform for survival. Furthermore, if executives or leaders ignore corruption, a "everyone does it" culture will emerge, which will become deeply entrenched and difficult to rectify in the future.
3. Impact on Reputation and Trust (Reputational & Trust Impact) Lack of trust from investors and partners.
4. Legal & Compliance Impact: Organizations must expend resources and time on litigation or face budget suspension from central auditing agencies.

• **Risk Management Measures**

1. Process Control Measures (Process Control)
2. Digital Footprint: Record access and modification history of data in the system to enable retrospective verification of who approved or modified critical details.
3. Job Rotation: Establish a job rotation policy for positions involved in procurement or authorization.
4. Surprise Audit: Unannounced inspections in high-risk projects or projects flagged by the Data Analytics system.

Risk 2 : Embezzlement

• **Risk Characteristic**

Embezzlement is characterized as "cumulative behavior" that often originates from loopholes in internal control systems. Perpetrators are typically individuals with authority and responsibility for safeguarding assets, cash, or critical information. Common forms include the following:

1. Cash/Revenue Embezzlement (Skimming & Lapping): Secretly retaining cash received from customers or contacts without recording it in the accounting system, or using funds from new customers to cover the accounts of old customers whose funds were embezzled, to conceal outstanding balances (Lapping).
2. Creation of Fictitious Expenses (Shell Company/Ghost Employee): Creating non-existent companies to receive payments, or adding the names of non-existent employees (ghost employees) to the payroll system to transfer funds to one's own account.
3. Asset/Inventory Misappropriation (Asset Misappropriation): Using materials, equipment, or inventory for personal purposes or selling them on the black market, by recording them as "damaged" or "lost."

4. Duplicate or Exaggerated Expense Claims: Submitting personal receipts as organizational expenses, or inflating figures on payment vouchers to be higher than the actual amount.

• **Risk Impact**

1. Direct financial damage: reduced working capital and loss of assets that should have been used for operations.
2. Distorted accounting information: causing management to make erroneous decisions as the figures in financial reports do not reflect reality.
3. Suspicious work environment: When embezzlement occurs, it often leads to mutual fault-finding within the team, destroying harmony and work efficiency.

• **Risk Management Measures**

1. Segregation of Critical Duties: No single individual should perform duties from "receiving money - recording in accounts - auditing." Duties must be clearly segregated to ensure mutual checks and balances.
2. Using Data Analytics to Detect Irregularities:
 - Utilize a system to detect duplicate receipt numbers or amounts in the accounting system.
 - Use statistics to check for numerical anomalies in accounts. If figures are fabricated, their patterns will contradict natural statistical principles.
3. Mandatory Annual Leave: Financial/procurement officers are required to take continuous annual leave for at least 5-10 days per year, with another person temporarily filling in. This method will make previously hidden irregularities (e.g., Lapping) easier to detect.
4. Unannounced Random Stock Counts or Cash-on-Hand Verification.

Enhancing whistleblowing mechanisms

Enhance and develop accessible and diverse reporting channels, including suggestion boxes, hotlines, emails, and online platforms that support anonymous reporting. Conduct training for employees at all levels to foster an understanding that reporting concerns is about "protecting the organization" rather than "making an accusation." Furthermore, communicate anonymous success stories to illustrate the significance of their input, and senior management must unequivocally demonstrate their commitment to supporting this system in all corporate communication meetings.

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"> 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. 	Complete	-	-	-
<ul style="list-style-type: none"> The whistleblowing policy and procedures reviewed by the Board of Directors at least annually. 	Complete	-	-	-
Reduce the complaint resolution time.	-	30	20	15

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Increasing the variety and accessibility of whistleblower channels, and strictly enforcing anonymity policies, are crucial to protect whistleblowers from harassment or negative impacts on their careers.	2026	<ul style="list-style-type: none"> All employee awareness of the new whistleblowing channels and anti-retaliation policy, with data storage systems meeting international security standards.
	2027	<ul style="list-style-type: none"> Building trust and increasing the use of official whistleblowing channels, ensuring whistleblowers are protected, and reporting no instances of harassment for providing information.
	2028	<ul style="list-style-type: none"> The company has established a transparent system for recording, tracking, and reporting the results of complaint investigations.

Risk Management

Risk 1 : Delay in review

• Risk Characteristic

The process and steps for considering the matter may be complex or unclear, leading the notifier to feel that the issue has gone silent (Black Hole), which in turn results in complaints through external media or social media.

• Risk Impact

Whistleblowers may feel insecure, and complaint management may have omissions or errors.

• Risk Management Measures

Establish a standard of neutrality by assigning independent directors to consider complaints, thereby enhancing impartiality and ensuring that reported information will not be interfered with or subjected to abuse of power.

including the preparation of clear manuals identifying responsible persons at every step, from receiving complaints and investigation to concluding results. Positively publicize that whistleblowers are "organizational protectors."

Risk 2 : Confidentiality

• Risk Characteristic

Informant's information or tip-off details leaked to unauthorized persons.

• **Risk Impact**

The informant is threatened, loses confidence, and no one will dare to report incidents again in the future.

• **Risk Management Measures**

Utilize an encrypted data storage system and restrict access solely to authorized personnel.

Governance of Risk and Management Compliance

Enhancing business continuity management

Enhance the Business Continuity Plan (BCP) to effectively respond to all forms of crises and emergencies, whether natural disasters, accidents, or malicious acts against the organization (e.g., floods, fires, civil unrest, or epidemics), which could lead to business disruption and impact customer confidence.

Targets

Topic	Current 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 annual review of the business continuity management plan.	Complete	-	-	-
• Organize Crisis Management Drills	In Progress	In Progress	In Progress	Success
To mitigate the severity of impacts through structured emergency preparedness.	-	Conduct at least one emergency response drill per year.	Conduct at least one emergency response drill per year.	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Testing & Exercise Plan	2026	• Develop a Business Continuity Plan (BCP) Annual Simulation Schedule, categorized by threat type identified in the policy, and hold Business Continuity Management meetings to simulate crisis scenarios (e.g., fire or pandemic) and test decision-making based on roles and responsibilities.
	2027	• Update the priorities of critical processes, and ensure all employees know how to respond to emergencies.
	2028	• All employees know how to respond to emergencies.

Risk Management

Risk 1 : Risk that the crisis management system cannot be implemented as planned.

- **Risk Characteristic**

The risk that the crisis management system may not function effectively as planned due to a lack of data integration, unavailability of backup resources, or delays in communication and decision-making by leaders during actual incidents.

- **Risk Impact**

The organization cannot recover critical business processes within the specified Recovery Time Objective (RTO), resulting in business disruption, loss of revenue, severe reputational damage, and permanent loss of customer base to competitors.

- **Risk Management Measures**

1. Plan Integration: Establish a data storage system and operational manuals that are accessible from anywhere (Cloud-based).
 2. Readiness Drills: Elevate from theoretical exercises to realistic scenario simulations (Drills) annually.
 3. Proactive Monitoring: Regularly assess the readiness of backup resources (personnel, facilities, systems) on a quarterly basis.
 4. Decision Management: Clearly define alternative lines of command to ensure that decisions can proceed even if key leaders are not present.
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Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

From continuous operations aimed at raising awareness regarding climate change through empirical projects such as Care the Bear, and the utilization of recycled uniforms produced from plastic bottles, to maximize the efficiency of greenhouse gas management, ITTHI is therefore focused on the comprehensive collection and verification of Scope 1 and Scope 2 greenhouse gas data in accordance with TGO and SET standards. The company is also committed to expanding these efforts to include Scope 3 data collection by 2028. ITTHI is dedicated to transitioning its business towards a Low Carbon Business model, emphasizing ongoing environmental initiatives, and investing in sustainable emission reduction projects to genuinely create value that benefits both the environment and society.

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
Greenhouse Gas Inventory Plan, Scope 3 (Significant Categories Only)	In progress	In progress	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Greenhouse Gas Inventory Preparation Plan (GHG Inventory) Scope 1 and 2	2026	<ul style="list-style-type: none"> Clearly define the roles, duties, and responsibilities of various departments in collecting, verifying, and managing greenhouse gas data. Relevant departments involved in greenhouse gas emissions have received training on data collection and greenhouse gas management. Identify the types of activities related to greenhouse gas emissions correctly according to the Emission Scope for report preparation and greenhouse gas verification in accordance with standards.
	2027	<ul style="list-style-type: none"> Greenhouse gas data for Scope 1 and 2 for the year 2026 has been verified by an external verifier. The company has received Organizational Carbon Footprint (CFO) certification from the Thailand Greenhouse Gas Management Organization. Establish a baseline year and set the company's greenhouse gas reduction targets.
	2028	<ul style="list-style-type: none"> Greenhouse gas data for Scope 1 and 2 for the year 2027 has been verified by an external verifier. The company has received Organizational Carbon Footprint (CFO) certification from Certification Bodies in accordance with international standards.

Strategic Initiative	Year	Expected Outcomes
Greenhouse Gas Accounting Plan, Scope 3 (Significant Categories only)	2026	<ul style="list-style-type: none"> • Actions for preparing reports in accordance with International Reporting Standard IFRS S2
	2027	<ul style="list-style-type: none"> • Study the collection of Scope 3 greenhouse gas emissions data consistent with the industry and business operations. • Initiate the collection of Scope 3 greenhouse gas emissions data in 2027, utilizing properly certified tools/platforms, specifically for categories with significantly high greenhouse gas emissions that the company has the ability to control.
	2028	<ul style="list-style-type: none"> • Start collecting Scope 3 greenhouse gas emissions data in 2028 on duly certified tools/platforms, specifically in categories with significantly high greenhouse gas emissions and where the company has control.

Risk Management

Risk 1 : Risk of inaccurate greenhouse gas data collection and calculation

• **Risk Characteristic**

Incorrect identification of greenhouse gas emission sources outside the defined scope, inappropriate selection of Emission Factors for calculation, and errors in data collection, potentially resulting from incomplete or inaccurately calculated data gathered by the team.

• **Risk Impact**

1. Greenhouse gas data is unreliable and may lead to failure in verification.
2. It takes time to find and correct data errors, which may affect reporting and delay data collection plans, thereby impacting the company's credibility.
3. Inaccurate data will lead to errors in greenhouse gas reduction planning and may result in the selection of inappropriate greenhouse gas reduction measures, affecting long-term financial planning.
4. Erroneously calculated greenhouse gas emission data, if used to develop low-carbon services, will result in suboptimal service efficiency. If errors are detected, it could impact the company's revenue and reputation, or lead to customer loss.

• **Risk Management Measures**

1. Engage a reliable, experienced, and accredited external consulting firm to provide guidance on data collection and greenhouse gas calculation.
2. Select data collection and greenhouse gas calculation tools/platforms certified by the Thailand Greenhouse Gas Management Organization.
3. Provide training to enhance the knowledge and skills of departments involved in greenhouse gas emissions.