



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



INSPIRE IVF Public Company Limited

(IVF)

at 30 June 2026

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INSPIRE IVF Public Company Limited

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

Business Type

Providing infertility treatment services

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	69.87	108.34	122.09	N/A
Expenses	87.17	79.49	66.50	N/A
Net Profit	-17.37	22.15	40.98	N/A
Balance Sheet (MB)				
Assets	598.85	635.69	260.34	N/A
Liabilities	70.52	78.11	83.02	N/A
Shareholders' Equity	528.34	557.58	177.33	N/A
Cash Flow (MB)				
Operating	-13.87	28.14	62.04	N/A
Investing	-7.87	17.94	-31.44	N/A
Financing	-19.45	349.22	60.24	N/A
Financial Ratio				
EPS (Baht)	-0.04	0.07	38.01	N/A
GP Margin (%)	30.64	58.31	65.42	N/A
NP Margin (%)	-24.86	20.44	33.57	N/A
D/E Ratio (Times)	0.13	0.14	0.47	N/A
ROE (%)	-3.20	6.03	23.11	N/A
ROA (%)	-2.80	6.44	21.35	N/A

JUMP+ Plan			
Business Plan			
Target in 2028			
EBITDA	31.19 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Driving Inspire IVF toward sustainable growth through diversification and innovation	✓	✓	✓
Governance Plan			
1. Ensuring the independence of the board of directors			
2. Enhancing the competency and performance of the board of directors			
3. Increasing the diversity of the board of directors			
4. Enhancing whistleblowing mechanisms			
5. Enhancing the prevention of insider information			
6. Enhancing prevention of conflicts of interest			
7. Enhancing anti-corruption and fraud prevention efforts			

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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
EBITDA (Million Baht)	31.19	-3.49	-10.74

Drivers of Financial Targets EBITDA Margin 27% include:

1. Revenue Growth: Total revenue is projected to increase from 80.0 million THB in 2026 to 115.5 million THB in 2028, representing a compound annual growth rate (CAGR) of 13.0%, which is above the industry average.
2. Key Drivers: This growth stems from an increase in treatment cycles (from 160 to 210 cycles), improved laboratory resource utilization (Lab Utilization) with a target of 30%, and the implementation of proactive marketing strategies via Telemedicine to expand the customer base.
3. Profitability Expansion: The net profit margin is expected to rise significantly from 12% in 2026 to 20% in 2028, leading to net profit growth from 9.6 million THB to 23.1 million THB, driven by more efficient utilization of the company's existing resources and the ability to acquire new customers both domestically and internationally through proactive marketing efforts.

Progress description

Key factors affecting the financial target of 27% EBITDA Margin include:

1. Factors contributing to the decrease in service revenue include:
 - 1) The overall slowdown in the infertility treatment industry.
 - 2) The international conflict situation, which prevented foreign customers, who are the company's primary clients, from traveling to Thailand to use its services.
2. Factors contributing to the increase in expenses include:
 - 1) An increase in sales and marketing personnel, as the company plans to reduce its reliance on international customers by expanding its domestic market, resulting in higher selling expenses for the company.
 - 2) Investment in potential businesses to enhance profitability and expand horizontally. During 2026, the company implemented its planned initiatives, incurring expenses such as professional fees and consulting fees, which led to an increase in the company's administrative expenses.

Growth plan/Increase business value

Strategic Plan : Driving Inspire IVF toward sustainable growth through diversification and innovation

The growth strategy for INSPIRE IVF's business consists of the following 5 sub-strategies.

Strategy Plan 1: Marketing & Customer Experience Enhancement

- The objective is to enhance the patient experience, such as developing a Telemedicine platform and creating a Hybrid Customer Journey system to increase the proportion of customers through online channels, conducting proactive marketing to raise awareness, and implementing active strategies to establish collaborations with network partners to continuously expand the customer base.

Strategy Plan 2: Technological & Process Efficiency

- The objective is to invest in AI and Robotics systems and/or other technologies related to the company's technology.

Strategic Plan 3: Human Resource & Capability Development

- Aims to improve work efficiency and create sustainability for the company in human resource management.

Strategic Plan 4: Quality Assurance and Legal Development

- Aims to elevate and maintain the company's good standards.

Strategic Plan 5: Inspire X - PANSE FRAMEWORK

expands business dimensions, creates value through technology, and achieves sustainable growth (Diversify, Digitize & Sustain) through Strategic Pillars (X), which are Cross Expansion in 4 directions.

(1) X - Tech utilizes AI and innovation to elevate the efficiency of treatment and services.

(2) X - Health expands services in fertility, wellness, and telemedicine, ensuring continuous care.

(3) X - Tourism expands its international customer base through medical tourism destinations.

(4) X - Capital generates additional value through collaboration and partnerships, expanding into new businesses, new markets, or engaging in mergers and acquisitions.

Targets

Driving Inspire IVF towards sustainable growth through diversification and innovation

Goal: Strategic Plan 1

- Develop a 5-language Telemedicine platform across the entire process
- Create a Patient Experience Tracking system or assign a unit to monitor and follow up on customer feedback
- Increase the number of customers

Goal: Strategic Plan 2

The objectives in each operational area are ultimately aimed at providing customers with a high-quality and seamless treatment experience. Examples of these objectives include :

- The objectives in each operational area aim to ultimately deliver a seamless and high-quality healthcare experience to customers. Examples of goals include:- Increase success rate- Improve work efficiency and customer service
- Reduce working time
- Increase utilization rate

Goals: Strategic Plan 3

- Enhance knowledge and expertise of personnel
- Increase employee satisfaction
- Improve work efficiency
- Strengthen the organization’s image as a leading specialized medical institution

Goals: Strategic Plan 4

- Increase international standard certifications
- Elevate brand trust and service transparency
- Position the company as a leading Fertility Center in Ethical ART in the region

Goal: Strategic Plan 5

- Diversify: Create new business and new markets
- Digitize / Innovation: Drive with new technology, AI, data, and automation to enhance efficiency and create new experiences
- Sustain: Achieve sustainable growth by strengthening partnerships, collaboration, and building a strong, continuous ecosystem, including innovation collaborations with universities and tech partners both domestically and internationally

• Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	≥15%	≥20%	≥20%	-35.51	-13.73
Net Profit Margin (%)	12%	17%	20%	-24.86	-51.51

• Other Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Increasing the number of treatment cycles (IVF Cycles per year)	160	180	210	110	53
Increasing the utilization rate of the Lab's capacity	30%	40%	> 50%	15%	13%
Expanding the customer base of Thai and international clients (Thailand:International)	(30:70)	(30:70)	(30:70)	(20:80)	(07:93)
Increase in the number of cases coming to the company through Telemedicine / online channels (number of cases per year)	250	350	500	0	0

Remark other targets : The company divides its business growth development into three phases. Phase 1: Year 2026 (Digital Foundation & Marketing Acceleration) This is the initial stage of operations. The company focuses on establishing a solid digital foundation while driving marketing strategies to build wide awareness and expand the customer base. The key approaches consist of three areas: 1. Digital Foundation, 2. Marketing Investment & Brand Expansion 3. Customer Experience & Retention Phase 2: Year 2027 (Technology Integration) In 2027, the company will focus on incorporating advanced technology to enhance capabilities and improve the efficiency of treatment processes, particularly through the application of Artificial Intelligence (AI) and Automation systems, to elevate medical standards and reduce potential human errors through key operational initiatives. Phase 3: Year 2028 (Expansion & Operational Excellence) In 2028, the company will aim to expand its market and elevate service standards to an international level, targeting operational excellence alongside the expansion of its network of partners overseas.

Remark : Goal: To elevate standards by creating innovative distinctions and enhancing staff performance.

Progress description

1. Corporate financial goals include year-on-year growth rate and net profit margin.
Based on actual data for the 6-month period of 2026, the year-on-year growth rate and net profit margin did not meet targets. This is due to the overall industry conditions of infertility treatment businesses, as well as instability caused by wars, both domestic and international, since 2025. These factors have significantly impacted the company, as its primary customer base consists of international clients. Additionally, the company's overall expenses for the 6-month period of 2026 increased due to higher compensation for sales and marketing personnel, as the company plans to expand its marketing efforts both domestically and internationally. Administrative expenses also rose due to consulting fees for due diligence to invest in potential companies and advisory fees for issuing warrants to purchase ordinary shares (IVF-W1).
2. Other Goals
- 1) Increasing the number of treatment cycles per year - This trend is declining due to the overall industry conditions of infertility treatment businesses, as well as instability caused by wars, both domestic and international.
- 2) Increasing the utilization rate of lab capacity - This trend is declining due to the reduced number of treatment cycles, while the company's resources remain constant.
- 3) Expanding the customer base of Thai and international clients (Thai:International) - The revenue proportion from services between Thai clients : international clients is 7:93, which is not yet in line with the target. This is because the company is implementing its marketing plan, focusing on domestic marketing, and expects to see an increase in Thai clients utilizing its services in the latter half of 2026.
- 4) Increasing the number of cases coming to the company via Telemedicine channels - Currently, the company is in the process of delivering the Telemedicine system and training employees on its use, expected to be completed by Q3 2026.

Strategic Initiative

The service structure of Inspire IVF is based on a One-Stop Fertility Care Model that integrates medical services, technology, and digital systems comprehensively, from consultation and treatment to follow-up. It has strengths in Telemedicine and AI Integration, which help enhance efficiency, quality, and patient satisfaction at every step.

Strategic Initiative 1 : Development of a telemedicine platform

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	There is a Telemedicine platform with investments in marketing and branding to raise awareness of the company's services, and at least 250 cases of users have received services through the Telemedicine or online channels.	Currently, the Company is in the process of delivering the Telemedicine system and providing training to employees on its usage, with completion anticipated by Q3 2026.

Strategic Initiative 2 : Technology

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	To enhance medical treatment and service delivery through technology	The company has integrated medical equipment and technology into its treatment processes to enhance the quality of its services, including: 1) Procured medical equipment, including a Climate Controller for the embryo culture laboratory (Climate Controller). 2) Currently developing Robotics for use in treatment processes and customer care. 3) Developed an AI system for sperm selection.

Strategic Initiative 3 : Human Resource Management for Business Growth (Human Resource & Capability)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	To enhance employees’ knowledge and expertise, increase employee satisfaction, improve work efficiency, expand the workforce to support business growth, and promote the image of a leading specialized medical organization.	The company has recruited personnel to support business growth, including sales and marketing personnel, both domestically and internationally. Furthermore, medical professionals and scientists have been sent to various training courses, both domestically and internationally, to enhance the knowledge and capabilities of the company's personnel, improve work efficiency, and establish the company's image as a leading organization in specialized medical fields.

Strategic Initiative 4 : Marketing & Customer Experience Enhancement: Public relations in various forms and all types of media, organizing packages/campaigns/events, creating brand awareness to support growth

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The conversion rate has increased • The number of customers has increased, and revenue has grown.	The company has implemented various marketing and public relations plans to increase service utilization. However, based on data from the past six months, the number of customers and service revenue have not significantly increased. The company will utilize various data points, including reach, engagement, and contact inquiries, for analysis to enhance the effectiveness of its marketing plans and to expand its customer base and increase service revenue during the latter half of 2026.

Remark : The company will combine services in a Hybrid Model (Onsite + Telemedicine) to support both domestic and international patients, with a continuous follow-up and consultation system through a digital platform. The services cover everything from pre-pregnancy preparation, mental health care, to comprehensive post-pregnancy health care, emphasizing personalized care and data-driven treatment to raise pregnancy success rates above 75%.

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

The company is committed to raising the standards of corporate governance (CG) to align with the OECD international principles and comply with regulations and best practices recognized both domestically and internationally. This also includes the framework of good corporate governance principles (CG Code) from the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the Thai Institute of Directors (Thai IOD), and other relevant agencies. The emphasis is on enhancing and maintaining the independence and effectiveness of the board of directors through a 'diverse, transparent, and independent board structure' to build confidence among shareholders, investors, and all stakeholders. The main strategy is to strengthen the independence and operational efficiency of the company's board of directors, as well as to properly develop internal control and checks-and-balances mechanisms.

Targets

- 1. Increase the proportion of independent directors to not less than 50% of the total board of directors by 2028.
- 2. Establish a policy to limit the term of independent directors to a maximum of 9 years, to be implemented by 2028.
- 3. Hold board meetings without executive directors participating regularly every year, at least once annually, and at least twice in 2028.
- 4. Include independence in exercising judgment and the ability to challenge management in the criteria for the annual director evaluation, with a total score in these areas of no less than 90% by 2028.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The Chairman of the Board is an Independent Director	-	-	-	Complete	Success
The Board of Directors comprises more than 50% Independent Directors	In Progress	In Progress	Success	Not Started	In Progress
Independent Director Term Limit Policy	In progress -To establish a policy limiting the tenure of independent directors to a maximum of 9 years.	In progress-To establish a policy limiting the tenure of independent directors to a maximum of 9 years.	Success : -The Company has formally announced a policy that limits the tenure of independent directors to a maximum of 9 years without exception.	-	Completed
Board of Directors meeting held without the presence of executive directors	In Progress-Established	In Progress-Established	Success : -Established	-	2026 - Completed

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	policy and guidelines. - Board meetings without executive directors are held at least once a year	policy and guidelines. - Board meetings without executive directors are held at least once a year	policy and guidelines that are reviewed regularly- Board meetings without executive directors are held at least twice a year.		
Development of a self-assessment system for the committee and subcommittees.	In progress - adding evaluation criteria in the dimensions of ' Independence in Exercising Discretion' and 'Ability to Challenge Management' - with an overall evaluation score in these dimensions of not less than 80%.	In progress - adding evaluation criteria in the dimensions of ' Independence in Exercising Discretion' and 'Ability to Challenge Management' - with an overall evaluation score in these dimensions of not less than 85%.	Success :- There is evaluation criteria in the dimensions of “independence in exercising judgment” and “ability to challenge management” for the annual assessment of directors.- The total score in these dimensions should not be less than 90%.	-	In progress

Remark : Development of a self-assessment system for the committee and subcommittees. : Complete, but improved to be more efficient.

Strategic Initiative

This important plan aims to promote and strengthen the corporate governance system, ensuring that companies uphold excellent governance that is appropriate for the Thai capital market context and aligns with the guidelines of the SEC and SET. It seeks to promote transparency, accountability, and a balance of power in company management through a highly independent board structure, particularly by increasing both the proportion and qualifications of independent directors who can effectively oversee and provide checks and balances. The plan also includes rigorous evaluation of directors' independence and effectiveness to drive actionable implementation and continuous improvement, thereby building confidence in the capital market and creating long-term value for investors and all stakeholders.

Strategic Initiative 1 : Reviewing the board structure and establishing a roadmap for increasing independent directors over a three-year period.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- The board structure is reviewed. - A clear plan or roadmap to increase the number of independent directors within 3 years.	The Company is currently reviewing its organizational structure, while the current Board structure remains appropriate for the size of the business.

Strategic Initiative 2 : Recruiting independent directors who constitute more than 50% of the company's board of directors.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	The proportion of independent directors shall be no less than 40%.	The Company is currently reviewing its organizational structure, while the current Board structure remains appropriate for the size of the business.

Strategic Initiative 3 : Establish a policy to limit the tenure of independent directors to no more than 9 years without any exceptions.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	The policy plan has been announced.	Completed

Strategic Initiative 4 : Establish board meeting policy without the attendance of executive directors.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	The first meeting took place and was recorded in the meeting minutes.	Completed

Strategic Initiative 5 : Improving the assessment form to cover issues of independence and the role of management oversight

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Criteria on independence and management oversight are included in the board evaluation standards. - The total score in this dimension must be at least 80%.	Completed Notes: 1. The Board evaluation score for 2025 was above 80%. 2. The Board evaluation will commence in the fourth quarter of each year or the first quarter of the following year.

Enhancing the competency and performance of the board of directors

The company aims to enhance the capabilities and duties of its board of directors to be professional, transparent, and in line with international standards, in order to build confidence among shareholders, investors, and stakeholders. The focus is on maximizing the directors' potential and performance through the development of up-to-date knowledge, such as ESG, Sustainability, and Digital Transformation. Improving the efficiency of board and sub-committee operations, along with transparent evaluation and monitoring of directors' performance, is complemented by Action Plans that lead to actual development.

Targets

The board of directors has enhanced their capabilities and achieved efficiency in discharging their duties, possessing comprehensive skills as outlined in the Board Skills Matrix, and are able to perform their responsibilities to their full potential and with high quality. The evaluation scores of the board and individual directors in terms of competence and effectiveness are not less than 95% by the end of 2028.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
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	Success	Success	Not Started	In Progress
Specifying the qualifications of directors to be recruited to ensure alignment with the company's business strategy	Sucess - Review the criteria for appointing directors that enhance skills, experience, and knowledge in relevant businesses and industries, in alignment with the company's current and future business strategies.	Sucess - Review the criteria for appointing directors that enhance skills, experience, and knowledge in relevant businesses and industries, in alignment with the company's current and future business strategies.	Success - Review the criteria for appointing directors that enhance skills, experience, and knowledge in relevant businesses and industries, in alignment with the company's current and future business strategies.	-	Completed
Setting a policy to limit the number of registered companies in which a director can serve	In Progress - Implement a policy that	In Progress - Implement a policy that	Success - There is a policy limiting	-	Completed

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	limits each director to serving on the board of no more than 5 registered companies, with no exceptions.	limits each director to serving on the board of no more than 5 registered companies, with no exceptions.	each director to serve on the boards of no more than 5 registered companies, with no exceptions, and clearly announced.		
The Committee for the Appointment of the Corporate Governance Committee and the Sustainability Committee	In Progress - Consider appointing at least one set of the Corporate Governance Committee and the Sustainability Committee.	In Progress - Consider appointing at least one set of the Corporate Governance Committee and the Sustainability Committee.	Success - A Corporate Governance Committee and a Sustainability Committee have been appointed, each with over 50% independent directors and chaired by the respective committee chairpersons.	-	Completed
The disclosure of the roles and responsibilities of the chairman, and the clear distinction between the board and management.	Success - Clearly disclose the roles and responsibilities of the Chairman - Clearly disclose the roles, responsibilities, and approval powers of the Board of Directors - Clearly disclose the	Success - Clearly disclose the roles and responsibilities of the Chairman - Clearly disclose the roles, responsibilities, and approval powers of the Board of Directors - Clearly disclose the	Sucess - Clearly disclose the roles and responsibilities of the Chairman - Clearly disclose the roles, responsibilities, and approval powers of the Board of Directors - Clearly disclose the	-	Completed

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	roles and responsibilities of management or the CEO (Chief Executive Officer)- Review regularly	roles and responsibilities of management or the CEO (Chief Executive Officer)- Review regularly	roles and responsibilities of management or the CEO (Chief Executive Officer)- Review regularly		
Establishing policies regarding the minimum number of members present when the committee votes.	In Progress - Consider establishing a policy regarding the minimum quorum for the committee to vote in a meeting, specifying that at least two-thirds of all committee members must be present.	In Progress - Establish a policy regarding the minimum quorum at the time the board votes in a board meeting, stating that at least two-thirds of all directors must be present.	Success - There is a policy regarding the minimum quorum at the time the board makes decisions in a board meeting, specifying that at least two-thirds of all directors must be present, and this must be disclosed.	-	Completed
Evaluation of the performance of the full committee, each individual member, and all subcommittees	Success - Publish the evaluation results of the entire committee, each individual member, and all subgroups - The evaluation scores of the entire committee, each	Success - Publish the evaluation results of the entire committee, each individual member, and all subgroups - The evaluation scores of the entire committee, each	Success - Publish the evaluation results of the entire committee, each individual member, and all subgroups - The evaluation scores of the entire committee, each	-	Completed

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	individual member, and all subgroups in terms of competence and effectiveness are not less than 90% - Publish how the evaluation results are used to enhance the committee's performance	individual member, and all subgroups in terms of competence and effectiveness are not less than 93% - Publish how the evaluation results are used to enhance the committee's performance	individual member, and all subgroups in terms of competence and effectiveness are not less than 95% - Publish how the evaluation results are used to enhance the committee's performance		
Encouraging board members to continuously develop their knowledge	Success - Disclose the details of the orientation when new directors are appointed. - More than three-fourths of all directors receive knowledge development related to their duties at least once a year.	Success - Disclose the details of the orientation when new directors are appointed. - More than three-fourths of all directors receive knowledge development related to their duties at least once a year.	Success - Disclose orientation details when new directors are appointed - All directors receive training related to their duties at least once a year	-	In progress

Remark : The following topics have already been carried out by the company, but they need to be reviewed to improve their effectiveness. : 1) Specifying the qualifications of directors to be recruited to ensure alignment with the company's business strategy, 2) The disclosure of the roles and responsibilities of the chairman, and the clear distinction between the board and management, 3) Evaluation of the performance of the full committee, each individual member, and all subcommittees and 4) Encouraging board members to continuously develop their knowledge

Strategic Initiative

To enhance the efficiency of the company's corporate governance in accordance with good governance principles and to instill confidence among shareholders, investors, and all stakeholders, the company has established a strategic plan to develop and elevate the Board of Directors' performance, ensuring independence, transparency, and high competence in governing the company towards sustainable growth.

The key approach to implementation is to promote systematic performance evaluations for the board, limit the burden of holding positions in multiple companies to maintain readiness and independence in decision-making, and encourage the board to possess knowledge and skills that are up-to-date with changes in the business environment. Furthermore, the board's performance should be assessed according to its roles and responsibilities by integrating external impartial evaluations with internal capacity development, ensuring that every board decision is grounded in knowledge, responsibility, and the highest level of independence.

Strategic Initiative 1 : Hiring external consultants to establish guidelines and provide recommendations for evaluating the board's performance

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	Consider reviewing the inclusion of external advisors with expertise in evaluating the board's performance.	In Progress

Strategic Initiative 2 : Establishing a policy to limit the number of registered companies in which a director may hold positions

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	Consideration of implementing a policy to limit the number of registered companies where a director can hold a position	Completed

Strategic Initiative 3 : Appointment of the Corporate Governance and Sustainability Committees

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Consideration of the appointment of the Corporate Governance Committee and/or the Sustainability Committee - Define the committee's charter, outlining the scope of its powers, duties, and responsibilities, as well as its composition and qualifications.	As the current Board structure remains appropriate for the size of the business, the Company has not yet appointed a Corporate Governance Committee and/or a Sustainability Committee. However, the scope of authority, duties, and responsibilities relating to corporate governance and sustainability has been assigned to the Board of Directors and the Risk Management, Corporate Governance and Sustainability Committee.

Strategic Initiative 4 : Establish policies regarding the minimum number of members present when the committee votes.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	Consider implementing a policy to set the minimum quorum at the time the board is to vote in a board meeting, requiring that at least two-thirds of all directors be present. It is proposed that the company's board of directors review and approve this.	Completed

Strategic Initiative 5 : Evaluation of the performance of the full committee, each individual member, and all subcommittees

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Establish, review, and approve the criteria, processes, and performance evaluation forms for the board committees in all three dimensions (full board, individual members, and subcommittees) linked to the Board Skills Matrix, corporate governance principles, and business strategies. 100% of all committee members participated in the annual performance evaluation on schedule, without any exceptions, and received the baseline score. - The committee's average evaluation score (all dimensions) has risen by at least 5-10% compared to the baseline year. - The Board of Directors approved and began implementing a specific action plan to address the weaknesses identified in the assessment results. - The quality of meetings and decision-making has improved - Disclose information on how the evaluation results are utilized to improve the performance of the committee in the 56-1 report and through the relevant channels.	In Progress Notes: 1. The Board evaluation will commence in the fourth quarter of each year or the first quarter of the following year. 2. The results for 2025 were in accordance with all six expected outcomes: 2.1 Establish, review, and approve the criteria, processes, and performance evaluation forms for the board committees in all three dimensions (full board, individual members, and subcommittees). 2.2 100% of all committee members participated in the annual performance evaluation on schedule, without any exceptions, and received the baseline score. 2.3 The committee's average evaluation score (all dimensions) has risen by at least 5-10% compared to the baseline year. 2.4 The Board of Directors acknowledged and began implementing a specific action plan to address the weaknesses identified in the assessment results. 2.5 The quality of meetings and decision-making has improved. 2.6 Disclose information on how the evaluation results are utilized to improve the performance of the committee in the 56-1 report and through the relevant channels.

Strategic Initiative 6 : Budgeting and creating individual director capacity development plans (Individual Development Plan: IDP)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Implemented according to the plan, and all directors received development aligned with their skill gaps. - More than three-quarters of all committee members have completed at least one training course in the past year. - The committee members have an increased capacity to perform their duties.	In Progress Note: 1. The Board evaluation will commence in the fourth quarter of each year or the first quarter of the following year.

Increasing the diversity of the board of directors

The company aims to promote the diversity of the Board (Board Diversity) in all aspects, including gender, age, experience, skills, and specialized expertise that are beneficial and necessary for the board, ensuring alignment with the company's current and future business strategies, to enhance the effectiveness of strategic governance and comprehensive decision-making.

Board diversity is considered a key component of good governance, in line with the international principles of the OECD and UN, including the best practices of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and other relevant agencies.

The company aims to develop a board structure that is balanced, transparent, and diverse, and possesses qualifications that comply with the standard criteria for directors under public law or other relevant laws, as well as the regulations of regulatory agencies and the company's own bylaws, to ensure governance that delivers sustainable long-term value.

Targets

- 1. The board has a structure that reflects diversity in gender, age, experience, and strategic skills.
- 2. The proportion of female directors on the board shall be no less than 30% by 2028.
- 3. There is a clear “Board Skill Matrix” covering key skills such as ESG, Digital, Finance, Sustainability, and Risk.
- 4. There is a publicly disclosed Board Diversity Policy and practices.
- 5. The director recruitment process places diversity as a priority and has a system for continuous progress tracking.

Title	Target			Actual Result	
	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
Establish a policy on diversity within the board's composition	In Progress - Implement a policy to ensure diversity within the committee's structure.	Success - The board has a diversity policy, which has been officially implemented.	Success - The board has a diversity policy and it is regularly reviewed.	-	Completed
A program to promote diversity within the committee's structure	Success - The plan to promote diversity in the committee's structure includes goals and indicators that are aligned with the diversity policy.	Success - Regularly review and improve the plan to promote diversity in the committee's structure.	Success - Regularly review and improve the plan to promote diversity in the committee's structure.	-	Completed

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Evaluate the skills diversity of the board	Success - Evaluate the diversity of skills of the board (Board Skill Matrix) - Director skills database - Disclose the evaluation results to the public	Success - Evaluate the diversity of skills of the board (Board Skill Matrix) - Director skills database - Make the evaluation results to the public	Success - Evaluate the diversity of skills of the board (Board Skill Matrix) - Director skills database - Disclose the evaluation results to the public	-	Completed

Strategic Initiative

The company recognizes that board diversity is a key factor in promoting effective corporate governance, ensuring transparency, and driving the organization toward sustainable long-term growth. Diversity does not only mean differences in gender or age but also includes differences in experience, expertise, perspectives, and strategic skills essential for managing future business.

To ensure that the board's structure reflects a balance between in-depth knowledge and diverse perspectives, the company has established a Board Diversity Strategy. This includes policy formulation, plans to promote diversity in the board's structure, development of a director skills database, and recruitment of qualified personnel according to good governance principles. There are four main initiatives that will serve as a framework for a three-year implementation period (2026–2028).

Strategic Initiative 1 : The formulation and announcement of the Board's Diversity Policy

Status ● On track

Year	Expected Outcomes	Actual Result
2026	Consider implementing a policy to ensure diversity in the committee's structure.	Completed

Strategic Initiative 2 : Promoting diversity in board composition

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- There is a plan to promote diversity within the committee's structure - Enhance the criteria for selecting board members by including diversity as a key condition in all recruitment and succession planning processes. - Develop a process to monitor and report the committee's progress on diversity to the committee. - Organize a hands-on workshop for board members on Inclusive	In Progress Notes: 1. The Company is in the process of implementing the plan to promote diversity in the Board structure. The review of the Board structure is scheduled to be conducted in the fourth quarter, while the current Board structure remains appropriate for the size and nature of the business. 2. The Company is also reviewing the criteria for the selection of directors by incorporating diversity as an important consideration

Year	Expected Outcomes	Actual Result
	Leadership and Board Diversity	in the nomination and succession planning processes, as well as developing a process for monitoring and reporting the progress of Board diversity to the Board of Directors. 3. The workshop for directors on Inclusive Leadership and Board Diversity is in progress and pending the training results

Strategic Initiative 3 : Creating a skills framework for the board by defining the key skills required for future strategies (Future-Proofing Skills)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- There is a complete Board Skills Matrix, approved by the board, which is used as a key tool for recruitment and development. - Have a complete database of directors' skills or a potential directors' list (Talent Pool) and identify the competency gaps that need development. - Prepare a report on the board's current diversity status - The directors and the nomination committee understand the approach to developing a diverse board structure. - Evaluate the diversity of skills within the board (Board Skill Matrix) - The evaluation results have been disclosed to the stakeholders.	In Progress Notes: 1. In 2025, the Company implemented the prescribed practices relating to the development of the Board structure and skills, including the preparation of the Board Skills Matrix and its use as a tool to consider the skills and suitability of the Board, as well as the assessment of Board skill diversity and disclosure of the assessment results to stakeholders. 2. The Company already maintains information on the skills and experience of its directors. However, the database is still being developed to establish a comprehensive Talent Pool and to systematically identify the Competency Gaps that need to be addressed. The Company is also working to enhance the understanding of directors and the Nomination and Remuneration Committee regarding approaches to developing a diverse Board structure. 3. For 2026, the Company is currently within the implementation cycle and the assessment period has not yet commenced. The assessment will begin in the fourth quarter of 2026 and will be completed by the first quarter of 2027. 4. Following the assessment, the Company will use the assessment results to review the Board Skills Matrix, identify the skills and competency gaps that need to be addressed, and use the results as supporting information for considering the Board structure and the nomination of directors in the future.

Strategic Initiative 4 : Strategic director recruitment (particularly regarding the proportion of female directors and key skills that are still missing)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Female directors are being recruited - The newly appointed board member is a qualified individual who complements the gaps in skills and diversity. - The committee is fully diverse in all aspects.	In Progress The Company is currently reviewing the Board structure, as the current Board structure remains appropriate for the size of the business. The Company does not restrict or limit the consideration of candidates for directorship based on gender, religion, or other factors unrelated to their ability to perform their duties. If it

Year	Expected Outcomes	Actual Result
		becomes necessary to increase the number of directors, the Company will primarily consider the knowledge, capabilities, experience, and skills that are appropriate to the Company’s needs.

Accountability and Transparency Governance

Enhancing whistleblowing mechanisms

The company aims to elevate its whistleblowing system to be transparent, secure, and effective in order to foster an organizational culture that upholds integrity, accountability, and a zero-tolerance approach to corruption. It emphasizes enabling employees, partners, and all stakeholders to confidently report any misconduct through accessible, safe channels, ensuring their reports are fairly considered, protected, and that the identities of complainants and informants are kept confidential. In addition, there is a system for monitoring, auditing, and transparently reporting results under the supervision of the Audit Committee.

This strategy is a key component in strengthening the company's governance mechanisms with accountability and transparency, in accordance with global corporate governance standards.

Targets

Establish a high-standard, transparent whistleblowing system that earns the trust of stakeholders, effectively prevents and monitors misconduct within the organization, and serves as a policy-based database for managing corruption risk, as follows:

1. Develop the whistleblowing system to offer multiple secure channels, with clear standards for case intake and preliminary review.
2. Strengthen the complaint management and whistleblower protection mechanisms, while enhancing transparency in the investigation process.
3. Foster an organizational culture of transparency (Speak-Up Culture) through continuous communication and awareness-raising, and utilize information from the whistleblowing system to develop systemic preventive measures within the organization.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a whistleblowing policy and procedures for reporting misconduct.	-	-	-	Complete	Success
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	-	-	-	Complete	Success
Appointment of an impartial recipient for whistleblowing reports.	-	-	-	Complete	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.	-	-	-	Complete	Success
The whistleblowing policy and procedures reviewed by the	-	-	-	Complete	Success

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Board of Directors at least annually.					
Provide training and communication to raise awareness among employees and partners	In progress - Schedule annual training on policies and procedures for whistleblowing, rights, complaint processes, and reporting channels at least once a year. - Develop a knowledge package or course that aligns with the whistleblowing policies and procedures, at least one course. - At least 80% of employees have knowledge and understanding of the whistleblowing policies and procedures. - At least 80% of key stakeholders are aware of the reporting channels, whistleblowing	Success - Annual training is conducted on policies and whistleblowing practices, rights, complaint procedures, and reporting channels at least once a year. - At least one knowledge set or course is aligned with whistleblowing policies and practices and is regularly reviewed. - No less than 85% of employees have knowledge and understanding of the whistleblowing policies and practices. - Key stakeholders are aware of reporting channels, procedures, and complaint	Success - Annual training is conducted on whistleblowing policies and practices, rights, complaint procedures, and reporting channels at least once a year. - At least one knowledge set or course aligned with whistleblowing policies and practices is in place and regularly reviewed. - At least 90% of employees have knowledge and understanding of the whistleblowing policies and practices. - Key stakeholders are aware of reporting channels, procedures, and complaint	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	processes, and complaint management.	management, with awareness of no less than 85%.	handling, with an awareness rate of at least 90%.		
Reduce the complaint resolution time.	In progress - Establish a standard timeline (Service Level Agreement: SLA) for investigating all types of complaints	In progress - Establish a standard timeframe (SLA) for investigating all types of complaints - Track the average duration of each case to continuously improve the process	Success - There is a clearly defined standard timeframe (SLA) for investigating all types of complaints. - Track the average duration of each case to continuously improve the process.	-	In progress

Strategic Initiative

To elevate standards of transparency and accountability in accordance with good governance principles, the company has formulated a key action plan under the "Whistleblowing Enhancement Plan" to establish an effective, transparent, and fair complaint management system. The plan aims to ensure that all stakeholder groups can confidently report information or tips and be appropriately protected. This action plan consists of three main approaches: (1) enhancing whistleblowing and complaint handling mechanisms to be transparent and auditable; (2) improving the efficiency of complaint management processes and systematically providing timely reports to the board; and (3) raising awareness about whistleblowing and communicating it to employees, partners, and stakeholders in order to cultivate a culture of transparency and engagement in preventing corruption at all levels of the organization.

Strategic Initiative 1 : Strengthening the mechanism for reporting tips and handling complaints transparently

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- The whistleblowing and whistleblower protection policy is regularly reviewed and updated to comprehensively cover reporting channels and ensure strict protection for whistleblowers. - The revised policy has been approved by the Board and	In Progress Notes: 1. The Company has established a Whistleblowing and Whistleblower Protection Policy, including whistleblowing channels, procedures for receiving and handling complaints, and

Year	Expected Outcomes	Actual Result
	stipulates that the Audit Committee will oversee the system. - Information on policies and guidelines, channels for reporting tips, procedures for receiving and handling complaints, and whistleblower protection mechanisms are published publicly and easily accessible to stakeholders. - The awareness rate of policies and procedures for whistleblowing and handling complaints among employees and key stakeholders is not less than 80%.	whistleblower protection mechanisms. The relevant information is publicly disclosed and readily accessible to stakeholders. 2. The Company has already implemented the whistleblowing and complaint handling policies and practices, including communicating them to employees and key stakeholders. The awareness rate is in line with the established target of at least 80%. 3. The Company is scheduled to review and update the Whistleblowing and Whistleblower Protection Policy in the fourth quarter of 2026 to ensure that the whistleblowing channels and whistleblower protection measures remain appropriate and sufficiently robust. As the current reporting period is based on information as of August 2026, the scheduled policy review has not yet commenced. 4. Following the review, the Company will submit the revised policy to the Board of Directors for consideration and approval and will update the relevant information and practices as appropriate. Bottom of Form

Strategic Initiative 2 : Creating awareness about whistleblowing and communicating it to employees, partners, and stakeholders

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- There is a clearly scheduled annual training on policies and procedures for reporting tips at least once a year. - There is a set of knowledge or curriculum that aligns with policies and whistleblowing practice guidelines, consisting of at least one course. - At least 80% of employees have knowledge and understanding of the whistleblowing policies and procedures. - At least 80% of key stakeholders are aware of the channels and procedures for reporting tips and handling complaints.	In Progress Notes: 1. The Company has established communication and implementation practices for the Whistleblowing Policy and practices for employees and stakeholders, including knowledge materials and content that are consistent with the Whistleblowing Policy and practices. 2. The Company communicates the Whistleblowing Policy and practices to employees and provides key stakeholders with access to the whistleblowing channels, procedures, and complaint handling process. 3. For 2026, the Company is currently implementing the annual process. The training and assessment of employees’ knowledge and understanding, as well as key stakeholders’ awareness, will be conducted and assessed according to the established schedule. As the current reporting information is as of August 2026, the annual assessment period has not yet been completed. 4. The Company has set a target for at least 80% of employees to have knowledge and understanding of the Whistleblowing Policy and practices, and for at least 80% of key stakeholders to be aware of the whistleblowing channels, procedures, and complaint handling process.

Strategic Initiative 3 : Enhancing the Efficiency of Complaint Management and Reporting

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- A standard time frame for complaint handling (Service Level Agreement: SLA) has been established and approved. - The end-to-end management duration target is set to an average of no more than 90 days - Standard and approved approach for investigation, corrective action, and preventive action (Corrective Action and Preventive Action: CAPA)	In Progress The Company is in the process of developing the relevant standard framework and guidelines in advance to establish clear criteria and procedures for systematically receiving and handling complaints should any arise in the future. The framework will be designed to be appropriate for the nature and size of the Company’s business. Note 1. The Company has not received any complaints to date. Therefore, there is no historical complaint data available to serve as a reference for establishing the Service Level Agreement (SLA) for complaint handling or the procedures for investigation, corrective action, and preventive action (Corrective Action and Preventive Action: CAPA). However, the Company is in the process of developing the relevant standard framework and guidelines in advance. The Company will consider establishing appropriate criteria and handling timelines that are suitable for the nature and size of the business, in order to support systematic complaint handling should any complaints arise in the future.

Enhancing the prevention of insider information

To enhance transparency, fairness, and credibility in the capital market, the company has established the "Plan to Strengthen Insider Information Prevention" to prevent directors, executives, and employees from using insider information for personal gain or causing harm to shareholders and stakeholders. The plan focuses on setting information control standards, raising awareness, and systematic monitoring to ensure the company's operations comply with Thai capital market governance principles and international standards.

Targets

- Strengthen the company's internal data control and prevention system to be robust, transparent, auditable, and recognized as a best practice by 2028 as follows:
1. Establish and update policies, measures, and internal data management processes to be comprehensive and up-to-date by 2026.
 2. Develop tools for controlling data access and mechanisms to monitor relevant personnel transactions, along with providing training and communication across the organization by 2027.
 3. Conduct assessments of the internal data prevention system to elevate it to best practice standards of Thai listed companies by 2028.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	In Progress	Success	In Progress	In Progress
A Board-approved written policy on insider information	-	-	-	Complete	Success

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
prevention has been clearly defined and implemented					
A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	In Progress	In Progress	Success	Not Started	In Progress
The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected,corrective actions and preventive measures are clearly outlined to prevent recurrence	In Progress	In Progress	Success	Not Started	Success
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company’s stock price and investor decisions.	In progress - Details have been identified and a list of all individuals involved with insider information has been prepared. - Individuals involved with insider information that could affect the security's price have signed acknowledgments of trading restrictions 100%. - These individuals have been notified of their status and trading restrictions. - Standard Operating Procedures	In progress - A list of all individuals involved with inside information is maintained. - Individuals involved with inside information that can affect the security price have signed to acknowledge trading restrictions 100%. - The securities trading surveillance system/ process has been implemented and is 100% operational. - Internal audit results are reported regularly.-	Completed - Blackout Period notifications are automated, and all relevant individuals are 100% notified immediately when a material event occurs. - Individuals involved with insider information affecting the security price have 100% signed acknowledgment of trading restrictions. - The Internal Audit Department conducts checks to ensure the completeness and accuracy	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	(SOP) have been created to monitor and ensure compliance with policies, as well as to report the securities holdings of insiders.	Surveillance results are reported to the Audit Committee every quarter.	of the Insider database (both permanent and temporary) and has a process for adding/removing names at least once per fiscal year. - Internal Audit reports (IA Report) confirm that there have been no irregular trades or policy violations. - Surveillance reports are submitted to the Audit Committee every quarter.		
Evaluate the internal data control system and risk mitigation strategies	In progress- Review the internal control assessment framework approved by the Audit Committee- Develop an annual internal risk and control assessment	In progress - At least one report on the evaluation of the internal data control system is issued annually. - The internal audit department conducts comprehensive	Success - Successfully reviewed and certified for effectiveness by an external auditor or received an evaluation of “very good” or higher - Integrated internal data controls into	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	plan- Prepare a list of material non-public information (MNPI) that the company has not yet disclosed to the public and that may affect the company's stock or securities, and clearly specify the departments/ persons authorized to access such information- Conduct a preliminary risk assessment of the existing internal control system	audits of the internal data control system in high-risk units. - Relevant departments prepare improvement plans and implement 100% of corrective actions within the specified timeframe.	the formal enterprise risk management system - Continuous monitoring, ensuring that key risk indicators (KRIs) related to internal data controls are tracked and reported to the audit committee on a quarterly basis		
Train and communicate to raise awareness among directors, executives, and employees about preventing the misuse of insider information.	In progress - Schedule annual training on policies and practices for preventing insider information misuse at least once a year. - Design knowledge sets or	Success - Annual training on policies and practices for preventing the misuse of insider information is conducted at least once a year. - In-depth training with	Success - Annual training on policies and practices for preventing insider information misuse is conducted at least once a year. - There is at least one knowledge	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	courses aligned with policies and practices for preventing insider information misuse, at least one course. - At least 85% of directors, executives, and employees have knowledge and understanding of the policies and practices for preventing insider information misuse. - At least 90% of directors, executives, and employees sign to acknowledge and agree to comply with the policies. - Publicly disclose details of training and awareness communication, clearly separated for directors,	knowledge assessment tests is provided to all individuals involved with insider information. - There is at least one set of knowledge materials or a curriculum aligned with the policies and practices for preventing the misuse of insider information, which is regularly reviewed. - At least 90% of directors, executives, and employees have knowledge and understanding of the policies and practices for preventing the misuse of insider information. - A communication plan and methods are in place to continuously reinforce	module or course aligned with the policies and practices for preventing insider information misuse, which is regularly reviewed. - At least 95% of directors, executives, and employees have knowledge and understanding of the policies and practices for preventing insider information misuse. - All directors, executives, and employees sign an acknowledgment agreeing to comply with the policies.- Information on the training and awareness communication is disclosed to the public, clearly separated by		

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	executives, and employees.	awareness to those who do not meet the standards, as well as to all employees. - At least 95% of directors, executives, and employees have signed acknowledgment and agreed to comply with the policies. - Information is publicly disclosed regarding the training and awareness communication, clearly separated for the groups of directors, executives, and employees.	directors, executives, and employees.		

Strategic Initiative

To achieve the objectives set out in the strategic plan, the company has established key initiatives aimed at enhancing its systems, mechanisms, and organizational culture. This starts with laying a foundation of clear policies and practices, followed by leveraging technology to control and monitor access to internal information. It also includes strengthening knowledge and understanding for employees and management at all levels through communication and training, as well as continuously evaluating and reporting performance. These measures ensure that the company’s insider information protection system is transparent, robust, and consistent with good corporate governance and business ethics, while creating long-term value for shareholders and stakeholders.

Strategic Initiative 1 : Development of mechanisms for monitoring, auditing, and reporting compliance with policies on the prevention of insider information misuse

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• Policies and procedures are regularly reviewed. • System for tracking and auditing compliance with standard internal data usage prevention policies • Compliance Review Plan and conduct reviews at least once a year. • The audit committee regularly reviews the preliminary audit reports. • The Audit Committee and the Board of Directors are informed of the compliance results with the policy at least once a year. • - There are clear corrective measures and preventive actions in place in case any risks or violations are identified.	In Progress The Company has established policies, practices, and a monitoring and compliance review system for the prevention of insider trading, which are implemented continuously on an annual basis. The Company has a Compliance Review Plan and conducts compliance reviews regularly in accordance with the established framework. For 2026, the Company is currently within the annual implementation and reporting cycle. Notes: 1. The Company regularly reviews the relevant policies and practices and continuously monitors and reviews compliance with the insider trading prevention policy. 2. The Company has established a Compliance Review Plan and conducts compliance reviews regularly, with the review results reported to the Audit Committee according to the established reporting schedule. 3. The Audit Committee and the Board of Directors regularly acknowledge and monitor the results of compliance with the relevant policies according to the established reporting cycle. 4. In the event that risks or violations are identified, the Company has appropriate corrective measures and preventive measures to prevent recurrence. 5. For 2026, the Company is still within the annual implementation cycle, and the compliance review and annual reporting will be completed according to the established schedule.

Strategic Initiative 2 : Administration of the list of individuals with access rights to internal information

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• Clear definitions and criteria have been established for identifying the list of "Insiders" with access to inside information, including both Permanent Insiders and Ad-hoc Insiders. • Maintain a permanent database containing 100% of Insiders' names and designate an official responsible for managing the database.	Completed

Strategic Initiative 3 : Assessment of Internal Data Control Systems and Risk Mitigation Strategies

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• There is an internal control assessment framework approved by the Audit Committee • Develop an annual plan for risk assessment and internal data control • - Compile a list of internal information that is significant and not yet publicly disclosed, which could affect the company's stock or securities (Material Non-Public Information - MNPI), and specify the data lifecycle from creation to disclosure, clearly identifying the departments and individuals authorized to access such information. • The Risk Management Department conducts an initial risk assessment and performs a gap analysis of the existing internal control system.	In Progress Notes: 1. The Company has an internal information control assessment framework approved by the Audit Committee and prepares an annual risk assessment and internal information control plan. The Risk Management function also conducts an initial risk assessment and Gap Analysis of the existing internal information control system. 2. The Company is in the process of developing an inventory of Material Non-Public Information (MNPI) that has not yet been disclosed to the public and may have an impact on the Company’s share price or securities, including identifying the Data Lifecycle from the creation, storage, and use of information through to its disclosure, as well as clearly identifying the departments and persons authorized to access such information. 3. This initiative is intended to further enhance the completeness and systematic management of the Company’s internal information control system. The information developed will be used to support the risk assessment process and further review of internal information control measures.

Strategic Initiative 4 : Creating awareness and instilling a preventive culture

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• There is a scheduled annual training on policies and procedures for preventing insider trading, clearly conducted at least once a year. • A set of knowledge or a course that complies with laws, policies, and practices for preventing the use of insider information and the Blackout Period, provided to all directors, executives, and relevant employees, with at least one course. • 90% of the target group (board members, executives, and employees) participated in the training and signed to acknowledge the internal data usage policies. • At least 85% of the directors, executives, and employees have knowledge and understanding of the policy. • A report presenting details of training and awareness communication, clearly categorized for committees, executives, and employees, and made publicly accessible.	In Progress Notes: 1. The Company has established an annual training schedule on the policy and practices for the prevention of insider trading, as well as knowledge materials and training courses consistent with the applicable laws, policies, and practices, including the Blackout Period, for directors, executives, and relevant employees. 2. For 2026, the training and awareness-building activities under the relevant course are scheduled to be conducted during the third and fourth quarters of 2026. The training will cover directors, executives, and relevant employees, including the required acknowledgment of the requirements regarding the use of inside information. 3. Following the training, the Company will collect and assess the training participation, acknowledgment of the requirements, and knowledge and understanding of the target groups in accordance with the established criteria. The Company will also prepare a report on the training and awareness-building activities, separately covering directors, executives, and employees, for reporting and

Year	Expected Outcomes	Actual Result
		public disclosure purposes. 4. The results against the 2026 targets will be summarized and reported after the training and assessment have been completed.

Enhancing prevention of conflicts of interest

The company recognizes the importance of preventing and managing conflicts of interest (Conflict of Interest), which may arise at the board, management, and employee levels, as they are factors that directly impact the organization's transparency, credibility, and business decision-making.

This strategic plan aims to strengthen the governance system and conflict-of-interest prevention mechanisms by setting policies, control measures, and transparent disclosure guidelines, as well as promoting an organizational culture grounded in ethics, enabling the board of directors and executives to perform their duties free from personal interest influence and based on fairness toward shareholders and all stakeholders.

Targets

Establish a management system and mechanisms to prevent conflicts of interest that are transparent, auditable, and in compliance with corporate governance principles, laws, regulations, and the practices of regulatory agencies by 2028

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent conflicts of interest.	In Progress	In Progress	Success	In Progress	In Progress
The company has developed a comprehensive,written policy and guidelines to prevent conflicts of interest,which have been approved by the Board of Directors.	-	-	-	Complete	Success
Compliance with the conflict of interest policy is monitored through a formal process at least annually.	In Progress	In Progress	Success	Not Started	In Progress
Conflicts of interest are reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence.	In Progress	In Progress	Success	Not Started	Success
Provide training and communicate to raise awareness among directors, executives, and employees about preventing conflicts of interest.	In progress - Schedule annual training on policies and procedures for preventing various forms of conflicts of interest, at	Success - Annual training is conducted on policies and practices for preventing conflicts of interest in various forms	Success - Annual training on policies and practices for preventing conflicts of interest in various forms is conducted	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	least once a year. - Design a knowledge set or curriculum in accordance with policies and procedures for preventing conflicts of interest, at least one course. - Prepare a Business Ethics Handbook and share case studies as guidelines for proper decision-making. - At least 85% of directors, executives, and employees have knowledge and understanding of policies and procedures for preventing conflicts of interest. - Disclose information to the public on training details and	at least once a year. - Conduct in-depth training and complete knowledge assessment tests - There is at least one curriculum or body of knowledge aligned with policies and practices for preventing conflicts of interest, and it is regularly reviewed. - A Business Ethics Handbook is prepared and case studies are communicated to provide guidance for making appropriate decisions. - At least 90% of the board members, executives, and employees are knowledgeable about and understand the policies and practices	at least once a year. - There is at least one knowledge set or curriculum aligned with the policies and practices for preventing conflicts of interest, which is regularly reviewed. - Create a Business Ethics Handbook and communicate case studies to provide guidance for making correct decisions. - At least 95% of directors, executives, and employees should have knowledge and understanding of the policies and practices for preventing conflicts of interest. Disclose to the public the		

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	awareness communications, clearly separated for directors, executives, and employees.	for preventing conflicts of interest. Publicly disclose the details of the training and communicate awareness clearly, distinctly separating information for board members, executives, and employees.	details of the training and communicate awareness separately for directors, executives, and employees in a clear manner.		

Strategic Initiative

This operational plan focuses on establishing a strong and transparent governance mechanism to prevent and manage potential conflicts of interest that may arise among directors, executives, and all employees of the organization. Implementation will cover reviewing and updating policies to ensure they are current and aligned with best practices; establishing a reporting system for family relationships and individuals linked to the company, as well as interests that could result in actual and verifiable conflicts of interest; monitoring, evaluating, and reporting compliance with policies; and fostering a corporate culture that encourages directors, executives, and all employees to take responsibility for avoiding conflict situations, thereby safeguarding the best interests of the company and its shareholders.

Strategic Initiative 1 : Review and improve policies and practices for preventing conflicts of interest

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• Policies and practices are regularly reviewed and comprehensively cover the disclosure of personal and related-party interests, decision-making in matters involving potential conflicts of interest, monitoring, and control over the approval of related-party items or transactions. • Policies and practices are published to the public and communicated to all employees across the organization.	In Progress Notes: 1. The Company has established policies and practices covering the disclosure of personal interests and related persons, decision-making in matters that may involve conflicts of interest, monitoring and oversight, and controls over the approval of related party transactions or transactions with related parties. These policies and practices are reviewed regularly on an annual basis. 2. For 2026, the Company is scheduled to review the relevant policies and practices in the fourth quarter. As of the current

Year	Expected Outcomes	Actual Result
		reporting period, the scheduled review has not yet commenced. 3. The Company continuously discloses the policies and practices to the public and communicates them to employees throughout the organization on an annual basis.

Strategic Initiative 2 : Establishing a system for disclosing potential conflicts of interest and tracking personal benefits

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• There is a person responsible for receiving notifications and collecting reports of interests from directors, executives, and employees. • There is a Standard Operating Procedure (SOP) for monitoring and reviewing the reporting of interests that could lead to conflicts of interest for directors, executives, and employees, which must be fully approved 100%. • There is a system that allows directors, executives, and employees to disclose information about relationships with close persons, personal interests, and related transactions through an electronic system (e-Disclosure) and to verify them. • A signature is required to acknowledge the terms of information disclosure and to certify the accuracy of the disclosed information. • There is an electronic database that compiles information on interests that may create conflicts of interest, as well as connected party listings of directors, executives, and employees, which is utilized 100%. • There is an automatic alert system when a transaction may result in a conflict of interest. • The conflict of interest management system has been integrated into the corporate governance process. • A comprehensive electronic database that is always complete, up-to-date, stable, and secure • An automated auditing system that fully connects stakeholder information with the company's related-party approval process. • Signed acknowledgment of the terms of information disclosure and certification of the accuracy of the disclosed information • The Internal Audit Department conducts proactive audits of related-party transactions that may occur in key departments, covering 80% of the value of significant transactions. • Perform random spot checks on the accuracy and completeness of reported information regarding potential conflicts of interest for no less than 30% of high-risk sample groups and declared items.	In Progress Notes: 1. The Company has designated personnel responsible for receiving and collecting declarations of interests from directors, executives, and employees. The Company also maintains an electronic database for collecting information on interests and related party transactions, with the information continuously updated. 2. The Company has an electronic system (e-Disclosure) that allows directors, executives, and employees to disclose their relationships with close persons, personal interests, and related party transactions, and enables such information to be reviewed. They are also required to acknowledge the disclosure requirements and certify the accuracy of the disclosed information on a quarterly basis. 3. The Company regularly monitors and reviews transactions that may give rise to conflicts of interest and related party transactions. Currently, related party transactions are reviewed on a quarterly basis. The Company is also in the process of developing a Standard Operating Procedure (SOP) to establish clear and systematic criteria and procedures for monitoring and reviewing the disclosure of interests. 4. The Company has already integrated the conflict of interest management process into its corporate governance process and is in the process of further developing the process to ensure greater completeness and systematic implementation. 5. The Company currently does not have an automated alert system for transactions that may involve conflicts of interest, nor does it have a fully automated review system linking interest disclosure information with the approval process for related party transactions. The Company is considering appropriate approaches to developing such systems, taking into consideration the size and nature of the Company’s business. 6. The Company’s electronic database is maintained and regularly updated to ensure that the information remains current, with appropriate measures in place to maintain data security. 7. The Internal Audit (IA) function conducts proactive reviews of potential related party transactions in key functions and performs ongoing Spot Checks on the accuracy and completeness of interest disclosure information and related transactions in accordance with the audit plan.

Year	Expected Outcomes	Actual Result
		8. For the areas relating to automated systems and the development of the SOP, the Company is in the process of further developing and improving the relevant processes, taking into consideration their appropriateness and cost-effectiveness in relation to the size and nature of the Company’s business.

Strategic Initiative 3 : Monitoring, assessing, and reporting the implementation of policies

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• The internal auditor reports to the Audit Committee once a year or whenever significant events arise. • In the event of a violation, corrective actions are identified and formal measures are established to prevent recurrence. • There is continuous monitoring and evaluation of adherence to policies	In Progress Notes: 1. The Company continuously and regularly implements the process for monitoring and reviewing compliance with the relevant policies. The Internal Audit (IA) function reports the audit results to the Audit Committee according to the established reporting cycle and provides additional reports when significant issues or events are identified. 2. In the event that a violation is identified, the Company has appropriate corrective measures and preventive measures to prevent recurrence. 3. For 2026, the Company is currently within the annual implementation cycle, and the annual reporting will be completed within the established timeframe. The current reporting information is based on data as of August 2026.

Strategic Initiative 4 : Raising awareness and fostering an organizational culture of transparency

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• There is a scheduled annual training on clear policies and procedures to prevent conflicts of interest at least once a year. • A set of knowledge or a curriculum that complies with laws, policies, and practical guidelines for preventing conflicts of interest, with at least one course. • 90% of the target group (board members, executives, and employees) participated in the training • At least 85% of the directors, executives, and employees are knowledgeable and understand the policy. • A report presenting details of training and awareness communication, clearly distinguished for board members, executives, and employees, and disseminated to the public.	In Progress Notes: 1. The Company has established an annual training schedule on the policy and practices for preventing conflicts of interest, including knowledge materials and training courses consistent with the applicable laws, policies, and practices. 2. For 2026, the training and awareness-building activities under the relevant course are scheduled to be conducted during the third and fourth quarters of 2026, covering directors, executives, and relevant employees. 3. Following the training, the Company will collect and assess training participation and evaluate the knowledge and understanding of directors, executives, and employees in accordance with the established criteria. The targets are for at least 90% of the target groups to participate in the training and for at least 85% to have knowledge and understanding of the relevant policy. 4. The Company will prepare a report on the training and awareness-building activities, separately covering directors,

Year	Expected Outcomes	Actual Result
		executives, and employees, and disclose the relevant information to the public as appropriate. 5. The results against the 2026 targets will be summarized and reported after the training and assessment have been completed.

Enhancing anti-corruption and fraud prevention efforts

The company places the highest priority on conducting business with transparency, responsibility, and adherence to business ethics, following anti-corruption principles at all levels of the organization to foster a culture of honesty and integrity, and to prevent behaviors that could cause harm to the company, shareholders, and stakeholders.

The strategic plan “Enhancing Anti-Corruption and Fraud Measures” aims to develop systematic mechanisms for preventing, monitoring, auditing, and transparently disclosing operational information, encompassing both internal processes and the management of relationships with business partners and allies, to raise the company’s governance standards in line with the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC) and the CG Code principles of the Securities and Exchange Commission (SEC).

Targets

- 1. The company has a clear anti-corruption policy and practices that cover all levels of the organization and are regularly reviewed.
- 2. Certification or verification of CAC membership status will be completed by 2028.
- 3. There is a system for managing corruption risks and a transparent, verifiable complaint channel.
- 4. All employees and directors are knowledgeable, understand, and are fully aware of the anti-corruption policy.
- 5. Business partners and affiliates adhere to the same ethical principles as the company.

Title	Target			Actual Result	
	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	-	-	-	Complete	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	-	-	-	Complete	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Board of Directors					
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	In the process of applying for certification.	Certified	Not Started	Signatory
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	In Progress - Define the terms and identify the list of key partners based on transaction value and business risk, to be completed 100%. - 100% of all new contracts with key partners include the company's anti-corruption provisions as mandatory conditions. - At least 60% of Critical Tier 1 partners have signed to acknowledge the company's anti-corruption and anti-fraud policy. - Conduct an anti-corruption	In Progress - At least 80% of Critical Tier 1 partners have signed to acknowledge the company's anti-corruption and anti-fraud policy. - Develop and implement a Self-Assessment Checklist on anti-corruption for Critical Tier 1 partners, achieving 100% completion, and use the assessment results as a basis for contract renewal. - Conduct an anti-corruption and anti-fraud training program for the key	Success - 100% of Critical Tier 1 partners have signed to acknowledge the company's anti-bribery and anti-corruption policy. - Review and improve the self-assessment on anti-bribery and anti-corruption for application with Critical Tier 1 partners - Conduct an in-depth risk assessment (Due Diligence/ Audit) regarding anti-bribery and anti-corruption with Critical Tier 1 partners who have self-assessed as	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	training program for the key responsible personnel of Critical Tier 1 partners at least once throughout the year. - Annual report summarizing the status of anti-bribery and anti-corruption risks in the supply chain presented to the Audit Committee (AC)	responsible personnel of Critical Tier 1 partners at least once during the year. - Annual report summarizing the status of anti-bribery and anti-corruption risks in the supply chain presented to the Audit Committee (AC)	high risk, covering at least 20% of the total number of partners. - Conduct an anti-corruption and anti-fraud training program for the key responsible personnel of Critical Tier 1 partners at least once during the year. - Annual report summarizing the status of anti-bribery and anti-corruption risks in the supply chain presented to the Audit Committee (AC)		
Corruption Risk Management	In Progress - Conduct an annual corruption risk assessment or whenever there is a significant business activity. - Anti-corruption risk	In Progress - Conduct an annual corruption risk assessment or whenever there is a significant business activity. - An assessment is	Success - Conduct an annual corruption risk assessment or whenever there is a significant business activity. - An assessment is	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	mitigation measures that encompass internal controls and internal audits. - An assessment is conducted on the adequacy and effectiveness of current internal control measures in mitigating risks. - The process of managing risks of fraudulent corruption - The results of risk assessment and management are reported to the Audit Committee and the Board of Directors for consideration. - The Audit Committee reports the results of the company's governance of risk management and anti-corruption	conducted on the adequacy and effectiveness of current internal control measures in mitigating risks. - The process of managing risks of fraudulent corruption - The results of risk assessment and management are reported to the Audit Committee and the Board of Directors for consideration. - The Audit Committee reports the results of the company's governance of risk management and anti-corruption measures to stakeholders	conducted on the adequacy and effectiveness of current internal control measures in mitigating risks. - The process of managing risks of fraudulent corruption. - The results of risk assessment and management are reported to the Audit Committee and the Board of Directors for consideration. - The Audit Committee reports the results of the company's governance of risk management and anti-corruption measures to stakeholders		

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	measures to stakeholders				
Promote a culture of transparency and oppose all forms of corruption within the organization	In Progress - A curriculum or content has been developed to promote knowledge and understanding of anti-corruption policies and practices in at least one course. - A training and development plan for employees regarding anti-corruption has been prepared. - No less than 80% of employees have received training on anti-corruption. - No less than 80% of employees have knowledge and understanding of the policies and practices for preventing corruption. -	In Progress - A curriculum or content has been developed to promote knowledge and understanding of anti-corruption policies and practices in at least one course. - A training and development plan for employees regarding anti-corruption has been prepared. - No less than 90% of employees have received training on anti-corruption. - No less than 85% of employees have knowledge and understanding of the policies and practices for preventing corruption. -	Success - A curriculum or content has been developed to promote knowledge and understanding of anti-corruption policies and practices in at least one course. - A training and development plan for employees regarding anti-corruption has been prepared. - All employees (100%) have received training on anti-corruption. - No less than 90% of employees have knowledge and understanding of the policies and practices for preventing corruption. - 100 % of	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	80 percent of employees have signed to acknowledge the policy and guidelines. - Consider corruption and honesty as important criteria in assessing employee performance. - Incorporate anti-corruption measures, the company's expectations, and the penalties for employees who fail to comply with these measures into the new employee orientation.	No less than 85% of employees have knowledge and understanding of the policies and practices for preventing corruption. - 90 percent of employees have signed to acknowledge the policy and guidelines. - Criteria on corruption and integrity are applied in the annual performance evaluation of employees. - The new employee orientation presented topics on anti-corruption measures, company expectations, and penalties.	employees have signed to acknowledge the policy and guidelines. - Criteria on corruption and integrity are applied in the annual performance evaluation of employees. - The new employee orientation presented topics on anti-corruption measures, company expectations, and penalties.		

Strategic Initiative

This important initiative aims to elevate the company's corporate governance to high standards of accountability, transparency, and integrity by establishing a strong internal control system, transparent monitoring and reporting mechanisms, fostering corporate culture, and engaging partners along the value chain, so that the company is recognized both nationally and internationally, for example through CAC (Collective Action Coalition Against Corruption) certification, and serves as a model for listed companies practicing good governance.

Strategic Initiative 1 : Establishing a foundation and systematically managing corruption risk

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- The revised Anti-Corruption Policy has been 100% approved and is used as the basis for preparing the CAC certification application. - There is an approved corruption risk map that covers all key processes, including the implementation of proactive control measures, and its integration into the Enterprise Risk Management (ERM) system.	In Progress Notes: 1. The Company has an updated Anti-Corruption Policy that has been approved and is used as the framework for the Company’s preparations for CAC certification. 2. The Company is in the process of developing a Corruption Risk Map covering the Company’s key business processes, including establishing proactive control measures and integrating the risk assessment results into the Enterprise Risk Management (ERM) system. The Company will proceed with the relevant process for further approval.

Strategic Initiative 2 : Quality monitoring, reporting, and response

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Roles and mechanisms have been established for the company secretary to report to the Audit Committee, and for HR to report on employee complaints in full every quarter. - Reports to the Audit Committee and the Board of Directors are made on schedule, cover 100% of the content, and establish a database of complaint statistics. - Establish and enforce standards for investigation, corrective actions, and preventive actions (CAPA) - A 100% standardized CAPA management process, which clearly specifies the timeline for taking corrective actions.	In Progress Notes: 1. The Company has established roles and mechanisms for the Company Secretary to report to the Audit Committee and for Human Resources (HR) to report employee complaints on a regular basis. The Company also reports to the Audit Committee and the Board of Directors according to the established reporting cycle and maintains complaint statistics. 2. The Company already has systems and processes for receiving, reporting, and monitoring complaints. However, the Company has not received any complaints to date. Therefore, there are no actual cases or historical data available to serve as a basis for developing and testing standardized procedures for investigation, corrective action, and preventive action (Corrective Action and Preventive Action: CAPA). 3. The Company is in the process of developing CAPA guidelines and procedures in advance to establish clear criteria and processes for handling complaints or issues requiring corrective action in the future. The procedures will specify the relevant steps, responsible persons, and corrective action timelines appropriate to the size and nature of the Company’s business.

Year	Expected Outcomes	Actual Result
		4. This initiative is intended to establish a systematic framework in advance, even though there are currently no complaint cases requiring the CAPA process. The Company will review and further improve the guidelines based on actual experience and information arising in the future.

Strategic Initiative 3 : Expanding the culture of anti-corruption throughout the value chain

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Develop Anti-Corruption training programs customized for target groups, including board members, executives, employees, and partners, with a focus on high-risk areas. 80% of the high-risk target group have undergone training and completed the comprehension test	In Progress Notes: 1. The Company has an annual Anti-Corruption training plan and schedule, with training content designed to be appropriate for the target groups and relevant risk levels, including directors, executives, employees, and business partners, as appropriate. 2. For 2026, the Company is scheduled to conduct the training during the third and fourth quarters of 2026. The training will cover high-risk target groups and include an assessment to evaluate participants’ knowledge and understanding following the training. 3. Training participation and assessment results will be collected and summarized after the training has been completed to evaluate performance against the established target.

Strategic Initiative 4 : Application for certification as a Collective Action of the Thai private sector against corruption (CAC)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- The board of directors approved the appointment of a special task force (Task Force), composed of representatives from the Risk Management team, HR, and the company secretary, to be directly responsible for carrying out the CAC. - The working group assesses gaps between the company's current operations and all the requirements of the CAC Checklist 100% Gap Analysis report clearly listing the documents and measures that need to be improved or corrected - Review and improve policies and practices, including anti-corruption measures - The policy has been revised and approved by the company's board of directors and communicated to all employees. - Employees in high-risk areas have completed training and possess at least an 80% understanding of the policies and procedures.	In Progress Notes: 1. The Company is in the process of appointing a Task Force to be directly responsible for and coordinate the Company’s activities in preparation for CAC certification, with representatives from relevant functions participating as appropriate. 2. The Company has conducted a Gap Analysis between its current practices and the requirements under the CAC Checklist and is in the process of compiling and improving the relevant documents and measures to ensure completeness. 3. The Company already has an Anti-Corruption Policy and related practices in place and is scheduled to review and update the policy in the fourth quarter of 2026 to ensure alignment with the relevant requirements and guidelines and to support the Company’s preparation for CAC certification. 4. For training and communication on the Anti-Corruption Policy, the Company is scheduled to conduct the relevant activities during the third and fourth quarters of 2026. The training will cover employees in designated high-risk areas or groups and include an assessment of their knowledge and understanding

Year	Expected Outcomes	Actual Result
		following the training. 5. The approval of the updated policy and its communication to employees, as well as the summary of training results and employees’ level of understanding, will be completed following the relevant review and activities in accordance with the established schedule.

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

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

