



## JUMP+ Plan

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# JASMINE TECHNOLOGY SOLUTION PUBLIC COMPANY LIMITED

(JTS)

Year 2026 - 2028

This report was approved by the board of directors on 24/03/2026  
and disseminated on 31/03/2026

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SET100 / SET100FF

Technology / Information &amp; Communication Technology

CG Report :

SET ESG Ratings: -

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

## Business Type

The Company and its subsidiary are operating in Telecommunication Systems and Integrated Information Technology, Computer Systems, and Cloud Computing Systems as a Total ICT Solution, Telecommunication Services Business, Hyperscale Data Center, and a Digital Asset Business.

Financial Statement				
Year	2025	2024	2023	2022
<b>Income Statement (MB)</b>				
Revenues	2,422.98	2,514.03	2,371.05	2,278.63
Expenses	2,358.46	2,022.41	2,216.30	2,357.22
Net Profit	7.11	593.92	5.71	-105.65
<b>Balance Sheet (MB)</b>				
Assets	2,654.46	3,391.18	2,312.52	2,423.36
Liabilities	1,788.55	2,282.72	1,781.69	1,863.21
Shareholders' Equity	870.12	1,113.03	535.72	565.42
<b>Cash Flow (MB)</b>				
Operating	345.74	605.59	502.96	586.91
Investing	165.82	-317.19	-280.43	-878.95
Financing	-1,053.52	128.81	-119.53	364.03
<b>Financial Ratio</b>				
EPS (Baht)	0.01	0.84	0.01	-0.15
GP Margin (%)	17.19	28.61	13.08	5.04
NP Margin (%)	0.31	23.64	0.26	-4.62
D/E Ratio (Times)	2.07	2.06	3.36	3.33
ROE (%)	0.72	72.04	1.04	-17.01
ROA (%)	5.48	28.19	6.74	-2.40

## JUMP+ Plan

### Business Plan

#### Target in 2028

Total Revenue	<b>2,985.00</b> (Million Baht)
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : EPL-AI Regional



Expansion

### Governance Plan

1. Enhancing the competency and performance of the board of directors

2. Ensuring the independence of the board of directors

3. Enhancing anti-corruption and fraud prevention efforts

### Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

2. Decarbonization

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**Section 1**  
**Business Plan**

# Section 1 Business Plan

## Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Total Revenue ((Million Baht))	2,369.60	2,818.10	2,520.70	<b>2,985.00</b>

Become top of mind Native AI application for users in Thailand and in other countries where the parent company, JAS, has the English Premier League broadcasting license, targeting a monthly active user of 3 million.

## Growth plan/Increase business value

### Strategic Plan : EPL-AI Regional Expansion

Leveraging JAS’s English Premier League licenses to acquire users in Thailand and regional markets through Native AI tools like the "EPL Assistant" and real-time multilingual translation

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

- Growth

#### Targets

- Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	6.03	-3.62	3	5	10

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Native AI Integration, Regional Market Entry, and Enterprise Scaling	2026	• Increase MAU/Install ratio from 26% baseline to 31%
	2027	• International revenue accounts for 10% of total app income
	2028	• Reach Revenue Growth target and achieve #1 Native AI app status in the region

## Risk Management

### **Risk 1 : Strategic Risk**

- **Risk Characteristic**

High competition from established global social platforms

- **Risk Impact**

Lower user acquisition.

- **Risk Management Measures**

Leverage unique EPL synergy and integrated Cloud + Community ecosystem.

### **Risk 2 : Operational Risk**

- **Risk Characteristic**

Potential shortage of AI specialized talent and technical depth in regional scaling

- **Risk Impact**

Delayed feature rollout

- **Risk Management Measures**

Use Unified API Gateway to integrate with specialized third-party AI partners.

### **Risk 3 : Financial Risk**

- **Risk Characteristic**

High initial marketing costs and CapEx for AI infrastructure and cloud storage

- **Risk Impact**

Pressure on D/E Ratio

- **Risk Management Measures**

Optimize CapEx/Sales via "Peep Share Clone" synergy and Hybrid Cloud logic.

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## Section 2

### Governance Plan

# Section 2 Governance Plan

## Board Structure and Qualifications

### Enhancing the competency and performance of the board of directors

Currently, the digital economy is continuously growing, covering the telecommunications network business, data center operations, cloud computing, and artificial intelligence (AI). Every business is connected as a value chain and aims to create products and services that apply innovation and quality technology, including studying investment plans for satellite businesses and AI-powered primary care clinics to continuously develop an innovative ecosystem. Given the complex and high-technology nature of the business, the Company places importance on developing the capabilities of its directors so that the directors clearly understand their roles, duties, and responsibilities, and can make decisions and oversee the business effectively. Accordingly, the Company provides training and knowledge learning in business and technology, as well as preparing a Board Skills Matrix to cover the required competencies and conducts annual performance evaluations of all directors to support self-development and continuously enhance the effectiveness of the Board’s operations.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company engages external consultants to support the development of the Board's evaluation framework and to provide recommendations for the Board’s performance assessment	Not Started	In Progress	In Progress	Success
Preparation and Updating of the Board Skills Matrix	-	Enhancement and Updating of the Board Skills Matrix to Align with the Company’s strategy	Employing the Board Skills Matrix as the Primary Benchmark for the Appointment of New Directors and the Composition of Board Sub-Committees	Assessment of the Skills Matrix Utilization and Its Enhancement to Cover Newly Identified Competency Gaps

Topic	Current Status	Targets		
		2026	2027	2028
Board Development and Training	-	Developing a Three-Year Board Development Roadmap Focused on Risk, Digital Business Technology, AI Technology, and Innovation	Expanding In-Depth Training on Digital Business Strategy and Governance	Monitoring Learning Outcomes, Reviewing and Updating Training to Align with Emerging Technologies and Business Challenges, and Considering Engagement with compliance and regulatory dept.
Board Performance Evaluation	-	Success	Success	Success

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Preparation and Updating of the Board Skills Matrix: Maintaining a Comprehensive Skills Matrix Aligned with the Company’s Business Strategy to Optimize Director Recruitment	2026	• Updating the Board Skills Matrix to Align with the Company’s Strategy
	2027	• Employing the Board Skills Matrix as the Key Benchmark for the Appointment of New Directors and the Composition of Board Sub-Committees
	2028	• Assessing the Utilization of the Skills Matrix and Enhancing It to Cover Newly Identified Competency Gaps
Board Development and Training: Directors are equipped with current knowledge and insights, covering risk management and emerging technologies, to ensure effective business oversight and governance.	2026	• Developing a Three-Year Board Development Plan Focusing on Risk, Digital Business Technology, AI, and Innovation
	2027	• Expanding In-Depth Training on Digital Business Strategy and Governance
	2028	• Monitoring Learning Outcomes, Reviewing and Updating Training to Align with Emerging Technologies and Business Challenges, with Consideration in Coordination with Compliance and regulatory dept.
Board Performance Evaluation: The assessment of the Board’s performance, both at the individual director level and at the full Board level, has been completed.	2026	• Complete evaluation data has been compiled, providing a foundation for ongoing director development and continuous enhancement of Board performance
	2027	• Complete evaluation data has been compiled, providing a foundation for ongoing director development and continuous enhancement of Board performance
	2028	• Complete evaluation data has been compiled, providing a foundation for ongoing director development and continuous enhancement of Board performance

**Risk Management****Risk 1 : Lack of Comprehensive Data and Analysis for Development Planning****• Risk Characteristic**

Information regarding directors' skills and competencies may not be fully collected or analyzed, which could result in the Three-Year Development Roadmap not accurately reflecting actual needs or keeping pace with changes in business and technology.

**• Risk Impact**

1. The development plan may not address actual needs or keep pace with emerging challenge
2. Directors may not receive training or development in areas that are truly necessary
3. Affect the effectiveness of governance and their decision-making capabilities

**• Risk Management Measures**

1. Develop a system for the comprehensive collection and analysis of directors' skills data
2. Ensure regular review and updating of the information
3. Use the data as a foundation for creating targeted development and training plans

**Risk 2 : The implementation of the framework for Board evaluation and development is not fully effective.****• Risk Characteristic**

Directors may not be fully evaluated or developed according to the established framework, resulting in capabilities and performance that do not align with business requirements and appropriate governance standards.

**• Risk Impact**

1. The effectiveness of the Board decreases
2. Business decision-making and governance may not align with established objectives and standards
3. May affect stakeholder confidence and the organization's reputation

**• Risk Management Measures**

1. Establish a clear and continuous plan for Board evaluation and development
2. Monitor and review the evaluation results annually
3. Provide training and skill enhancement to address identified gaps

**Ensuring the independence of the board of directors**

To strengthen directors' roles and responsibilities in making independent, transparent, and equitable decisions, with a clear delineation of duties between the Board and management. This approach ensures effective corporate governance in line with best practices and good governance principles, while fostering shareholder and stakeholder confidence in transparent management and the highest standards of accountability to both the organization and society.

**Targets**

Topic	Current Status	Targets		
		2026	2027	2028
The Chairman of the Board is an Independent Director	Complete	-	-	-

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Ensure the Preservation and Confirmation of the Independence of the Chairman and Independent Directors.	2026	<ul style="list-style-type: none"> <li>The Chairman and Independent Directors execute their responsibilities with clear accountability, maintaining a complete separation from management roles, which strengthens shareholder trust and confidence.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Assess the independence of each Independent Director and refine the governance framework to align with legal requirements and the standards set forth in the CG Code.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Strengthen governance practices by incorporating evaluations of director independence and performance as integral components of the annual Board assessment process.</li> </ul>
Foster transparent decision-making underpinned by comprehensive and reliable information.	2026	<ul style="list-style-type: none"> <li>Establish a structured system of information and supporting documentation to empower directors to make independent decisions, ensuring a thorough understanding of the business operations.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Enhance the reporting and information summarization system to provide directors with easy and efficient access to relevant data.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Leverage digital technologies and artificial intelligence to analyze data and inform strategic decision-making.</li> </ul>

**Risk Management**

**Risk 1 :** Limited access to information hampers effective decision-making.

• **Risk Characteristic**

Supporting information is outdated, the data management system lacks sufficient capacity, and communication across departments is insufficient.

• **Risk Impact**

1. Delayed or incorrect decisions by directors
2. Affect business operations
3. Increasing transparency-related risks

• **Risk Management Measures**

1. Develop a reporting and data summarization system
2. Utilize AI to support data analysis
3. Convene meetings to review key information prior to decision-making

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

Enhance the corporate governance framework to comply with the Thai Private Sector Collective Action Coalition Against Corruption (CAC), the Stock Exchange of Thailand’s Corporate Governance Code (CG Code), and applicable laws, with the objective of systematically preventing, mitigating, and controlling corruption throughout all business operations. This involves setting clear, transparent, and auditable guidelines for directors, executives, and employees at all levels, conducting regular policy reviews, and fostering an organizational culture rooted in integrity and accountability to stakeholders. Additionally, it includes maintaining membership in the Thai Private Sector CAC, extending governance oversight to critical Tier 1 partners, advancing organizational standards toward sustainability, and building long-term stakeholder trust and confidence.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
<ul style="list-style-type: none"> <li>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</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>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</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors</li> </ul>	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	CER/Filing	In the process of applying for certification.	Certified	Certified
Implement and verify that all critical Tier 1 business partners have anti-corruption policies, and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	Complete	-	-

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Regular updates and approval of policies and procedures by the Board of Directors (BOD), implementation oversight and review by Internal Audit, and annual review and re-approval of all policies.	2026	<ul style="list-style-type: none"> <li>The company has established current anti-corruption policies and procedures that are fully aligned with applicable legislation and relevant regulatory standards.</li> <li>The company’s internal control framework is strong, enabling the effective prevention and mitigation of corruption risks.</li> <li>The Internal Audit function performs continuous monitoring, auditing, and review, ensuring that improvements and corrective measures can be implemented promptly.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Promotes adherence to governance standards in line with the Corporate Governance Code (CG Code) and the practices of the Thai Private Sector Collective Action Coalition Against Corruption (CAC).</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Strengthens stakeholder confidence and elevates the organization toward sustainable long-term growth.</li> </ul>
Develop a governance framework requiring Critical Tier 1 partners to implement anti-corruption policies and practices, ensure formal policy adoption, and initiate initial compliance monitoring processes, with ongoing monitoring and evaluation covering at least 90% of such partners.	2026	<ul style="list-style-type: none"> <li>Critical Tier 1 partners have established clear anti-corruption policies and practices, with formal adoption and official implementation of such policies.</li> <li>Ensure compliance with the company’s standards while mitigating corruption risks across the supply chain.</li> <li>Strengthen transparency and reinforce stakeholder confidence.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Conduct monitoring and evaluation of policy compliance among Critical Tier 1 partners, ensuring coverage of at least 90%.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Strengthen transparency and accountability across the supply chain.</li> </ul>

**Risk Management**

**Risk 1 :** Insufficient understanding of the requirements for preparing information for submission to the CAC.

**• Risk Characteristic**

Insufficient understanding of the requirements for preparing information for submission to the CAC.

**• Risk Impact**

Delays in certification may adversely affect the organization’s reputation and credibility.

**• Risk Management Measures**

1. Participate in training related to the CAC program
2. Monitoring progress and report operational results on a monthly basis

Attachments

URL Link to the Document : <https://jts.co.th/anti-corruption-policies/>



## Section 3

# Climate Action Plan

## Section 3 Climate Action Plan

### Greenhouse gas inventory (GHG) plan

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

URL Link to the Document : <https://jts.co.th/sustainability/>



#### Targets

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

#### Attachments

URL Link to the Document : <https://jts.co.th/sustainability/>



### Decarbonization

#### Targets

Reduce total greenhouse gas (GHG) emissions across Scopes 1–2 continuously compared to the base year, on the path toward Net Zero.

Topic	GHG emissions in the base year (tCO <sub>2</sub> e)	Target for reducing GHG emissions compared with the base year (tCO <sub>2</sub> e)		
	2025	2026	2027	2028
Greenhouse gas emission reduction volume	5,879	2%	3%	4%

#### Strategic Initiative

The company has established a greenhouse gas (GHG) emissions reduction plan to support sustainable growth and enhance competitiveness. It aims to reduce emissions from operations and energy use (Scopes 1–2) by developing a reliable, auditable database and monitoring/reporting system; implementing energy-efficiency measures in buildings and information technology systems; and increasing the share of electricity sourced from renewable energy. The company sets annual indicators and targets,

continuously tracks progress, and integrates climate change risk management to support GHG emissions reductions. The company is working toward Net Zero energy and will consider offsetting only the unavoidable portion through credible and verifiable mechanisms.

Strategic Initiative	Year	Expected Outcomes
Strategic Initiative 1: Climate Change Risk Assessment Plan to Support Greenhouse Gas Emissions Reduction.	2026	<ul style="list-style-type: none"> <li>Develop an organizational framework for assessing climate and greenhouse gas risks (scope, methodology, risk rating criteria, and responsible roles). Prepare a climate risk plan covering physical and transition risks, and link it to core business processes. Establish a verified database of emission activities and emission factors, with supporting references/evidence. Identify significant emission sources (hotspots) and preliminarily prioritize emissions reduction opportunities based on potential, cost-effectiveness, and risk. Develop a plan to monitor risk and emissions KPIs, including reporting frequency and an executive reporting format.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>- Assess and analyze compliance with applicable primary laws/acts and related secondary regulations, and prepare an action plan with responsible owners and timelines. - Establish/update the governance structure and workflows to support legal compliance (taskforce roles, data approval, reporting cycles, and internal controls). - Develop systems in line with requirements, including measurement/data collection methods, data sources, calculations, data quality control, and an audit trail to support statutory reporting. - Prepare an emissions register and identify qualifying emission sources (if any), with supporting documents/evidence ready for audits or data verification by relevant authorities. - Align the risk assessment outcomes and emissions reduction plan with the direction/measures under the Act (e.g., reduction targets, measure-by-measure implementation plans, KPIs, and progress tracking).</li> </ul>
	2028	<ul style="list-style-type: none"> <li>- Integrate climate risks into business planning, investment, and procurement (e.g., project/supplier selection criteria that consider carbon footprint and risk). - Scale up mitigation measures/projects from pilot initiatives to business-as-usual operations, with performance tracking against annual targets. - Produce risk and emissions-reduction reports in a format ready for audit/assurance (complete evidence and aligned with the organization's reporting framework). - Develop a business continuity plan and adaptation plan for material physical risks to reduce the likelihood of disruption and the cost of damages. - Continuously improve (PDCA) the cycle of risk assessment–mitigation measures–verification–management review to ensure emissions-reduction outcomes are sustainable and predictable.</li> </ul>
Strategic Initiative 2: Organizational Electricity and Energy Efficiency Improvement Plan	2026	<ul style="list-style-type: none"> <li>- Develop baseline data and define KPIs for the organization's actual electricity and energy consumption. - Install/upgrade electricity and energy monitoring and reporting systems (e.g., sub-meters, monthly dashboards), covering high-consumption areas/systems (HVAC, lighting, plug loads, server rooms). - Implement quick-win measures (optimize HVAC setpoints and operating schedules, configure IT device power management, reduce off-hours loads, preventive maintenance).</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> <li>- Implement energy-efficiency projects with clear, measurable outcomes (e.g., install pull-cord on/off light switches, LED lamps or sensor-based lighting systems; upgrade controls/BMS; install VSDs for fans/pumps; improve server-room efficiency/data-center consolidation). - Expand performance monitoring to cover all key departments and prepare “before-and-after” performance reports in line with internal Measurement &amp; Verification (M&amp;V) principles.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>- Elevate the measures to structural improvements (e.g., continuous commissioning/retro-commissioning, optimizing space utilization and operating hours, energy-efficient equipment procurement standards, redesigning internal systems or IT architecture, and improving efficiency at the department level). - Make energy management a routine function across all departments: department-level KPIs, quarterly performance reviews, ongoing investment plans, and base-load control.</li> </ul>

**Risk Management**

**Risk 1 : Data accuracy and integrity risk**

**• Risk Characteristic**

Risk that the activity data used for calculations (e.g., electricity kWh, fuel liters, travel kilometers) is incomplete or inaccurate; that calculations/formulas are incorrect (calculation errors); that emission factors are incorrect; or that duplicate/erroneous data is entered (human error), with insufficient supporting evidence and poor/non-traceable audit trails (not verifiable), resulting in reporting that does not comply with standards and/or auditor requirements.

**• Risk Impact**

1. Greenhouse gas emissions (tCO<sub>2</sub>e) and energy/carbon footprint KPIs are inaccurate, leading to errors in establishing the baseline year and in tracking carbon footprint reduction performance.
2. Sustainability reporting/data disclosure is not aligned with applicable standards or auditor/assurance requirements, creating a risk of findings and requiring corrections/restatements of past reports.
3. Data sources cannot be traced (low traceability), reducing data credibility and increasing the risk of allegations of greenwashing.
4. Management and investment decisions on emissions reduction (e.g., project selection/prioritization) are made based on incorrect data, resulting in poor value for money and actual reductions falling short of targets.
5. Delays and higher costs in data collection/verification (rework to fix errors and duplications multiple times), impacting period-close timelines and reporting to stakeholders.

**• Risk Management Measures**

1. Develop a data standard (Data Dictionary) by defining terms, units of measure, and scope; appoint Data Owners and clearly set monitoring/follow-up cycles.
2. Use templates or systems with validation (mandatory fields, unit/value-range checks) and integrate data from source systems to reduce manual entry and rework.

3. Control calculation formulas and Emission Factors: lock formulas, apply a two-level review (preparer–reviewer), review/ approve EFs on a defined cycle, and record reference sources and versions.
4. Prevent duplicates and errors before finalizing results: use unique IDs, perform duplicate checks, and generate exception reports for correction before period close/report submission.
5. Enhance tracking and traceability: define minimum supporting evidence per item, maintain centralized storage with version control and edit logs (audit trail), and periodically reconcile against bills/meters/source systems.

**Risk 2 :** Project outcomes do not meet the objectives.

• **Risk Characteristic**

The project is at risk of failing to achieve its objectives because the data used to implement the project and calculate results may be inaccurate or incomplete; workflows and responsibilities are unclear; controls over calculations and emission factors are insufficient; and progress monitoring and traceability are inadequate. As a result, outputs may be inaccurate, deliverables may be delayed, and the project may fail review/verification or certification.

• **Risk Impact**

1. Project objectives are not achieved, or results fall below the defined KPIs.
2. Delays in the work plan and rework occur, increasing time required and impacting the overall timeline.
3. Budget overruns due to rework, additional consultant engagement/extra reviews, or post-implementation system adjustments.
4. Miscalculations/inaccurate reporting, leading to incorrect management decisions and improper project prioritization.
5. Insufficient traceability, increasing the risk of failing audits/assessments or acceptance testing, and undermining organizational credibility.

• **Risk Management Measures**

- 1) Develop a plan and define reliable data sources, data formats, collection frequency, and minimum required data fields; verify completeness and accuracy before use.
- 2) Clearly define roles, responsibilities, and workflows; specify owners for data collection, calculation, review, and approval, including timelines and acceptance checkpoints.
- 3) Strengthen controls over calculations and emission factors by using EF from recognized references; specify version/base year, document assumptions, and implement a two-level review of formulas/calculation files (peer review).
- 4) Establish documentation and traceability (audit trail): retain source evidence, records of data changes, document versions, and approval logs to support review/assurance and certification.
- 5) Monitor progress and data quality regularly; set KPIs (e.g., % data completeness, acceptable variance), hold periodic follow-up meetings, issue alerts when risks are identified, and implement corrective actions/internal verification before submission.

**Attachments**

URL Link to the Document : <https://jts.co.th/sustainability/>



## Attachment

# Attachments

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