



JUMP+ Plan



Market Connections Asia Public Company Limited

(MCA)

Year 2026 - 2028

This report was approved by the board of directors on 12/11/2025

and disseminated on 26/12/2025

A decorative graphic at the bottom of the page consists of several overlapping, wavy, semi-transparent orange shapes that create a sense of movement and depth.

Disclaimer

This document has been prepared by Market Connections Asia Public Company Limited ("MCA") based on information, assumptions, and projections of the Company as of the document preparation date. All plans, projects, proposals, opinions, forecasts, projections, or statements contained herein are provided solely for disclosure to interested parties.

The Company reserves the right to amend, modify, or update any project plans, including targets of the plans or projects described in this document at its sole discretion. The Company makes no representation or warranty regarding the accuracy, completeness, or validity of information contained herein, nor does it guarantee that the plans or projects outlined herein will successfully deliver outcomes according to the established targets or estimated timelines. All proposals, opinions, forecasts, projections, and forward-looking statements specified herein reflect the Company's views as of the document preparation date which are subject to risks and uncertainties and may change in the future according to changing economic conditions, competition, business-related factors, or any other factors. The Company assumes no obligation to update or revise such information or statements, except where the Company's Board of Directors approves any revisions to plans, targets, or other information that require the Company to disclose such changes through the system provided by The Stock Exchange of Thailand ("SET").

This document is intended only for disclosure to investors and related parties in general without the intent to solicit, recommend, induce, or offer opinions on investments in securities issued by the Company, nor shall it be construed as investment advice, an offer to buy or sell, or a solicitation for offers to buy or sell securities, or an inducement to engage in any transactions related to securities issued by the Company, particularly in any countries or special administrative regions where such acts may violate their applicable laws. No part of this document should be relied upon as a determining factor in making any decisions concerning the execution of contracts, agreements, or investments whatsoever. The Company and its directors, executives, and employees shall not be liable for any losses or damages, whether direct, indirect, compensatory, or consequential (including but not limited to loss of profits), arising from the use of or reliance on information contained herein, or from any variance between actual outcomes and the Company's forecasts or projections.

Investors are advised to exercise careful judgement and discretion in making investment decisions and to regularly review the Company's public disclosures such as information releases on material events, financial statements, Form 56-1 One Report, to support their prudent investment decisions with appropriate due diligence.

The role of The Stock Exchange of Thailand ("SET") is solely to initiate and facilitate the JUMP+ program which is intended to enable the growth and enhance the attractiveness of participating listed companies. SET does not participate or engage in the identification of the targets, forecasts, projections, and expected outcomes contained herein, nor does SET endorse the validity, accuracy, feasibility, and reasonableness thereof. The decision to rely on such information solely depends on the judgment and at the discretion of investors and related parties. SET and its directors, executives, and employees shall not be liable for any losses or damages, whether direct, indirect, compensatory, or consequential (including but not limited to loss of profits), arising from the use of or reliance on information contained herein, or from any variance between actual outcomes and the Company's forecasts or projections.

Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Operating Leverage for Growth	3
Digital Transformation for sustainability	6
Enhancing value through M&A synergies	8
Section 2 Governance Plan	12
Enhancing the competency and performance of the board of directors	13
Enhancing anti-corruption and fraud prevention efforts	15
Enhancing governance of information security	18
Section 3 Climate Action Plan	22
Greenhouse gas inventory (GHG) plan	23
Decarbonization	24

mai
Services

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

Specialize in marketing strategic planning and providing comprehensive marketing activities which includes 3 categories of service as follows. marketing services, distribution and printing and advertising

Financial Statement				
Year	2024	2023	2022	-
Income Statement (MB)				
Revenues	658.85	471.48	372.77	N/A
Expenses	634.02	440.99	351.43	N/A
Net Profit	19.97	25.12	16.51	N/A
Balance Sheet (MB)				
Assets	396.54	359.88	161.18	N/A
Liabilities	88.59	62.02	62.81	N/A
Shareholders' Equity	307.95	297.86	98.37	N/A
Cash Flow (MB)				
Operating	-51.82	-17.72	2.90	N/A
Investing	-9.22	-1.27	-1.41	N/A
Financing	-11.11	157.79	-1.80	N/A
Financial Ratio				
EPS (Baht)	0.09	0.14	24.49	N/A
GP Margin (%)	17.52	22.39	22.24	N/A
NP Margin (%)	3.03	5.33	4.43	N/A
D/E Ratio (Times)	0.29	0.21	0.64	N/A
ROE (%)	6.59	12.68	16.79	N/A
ROA (%)	6.57	11.82	13.23	N/A

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	100.00 Million Baht
------------	----------------------------

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Operating Leverage for Growth	✓		
2. Digital Transformation for sustainability		✓	
3. Enhancing value through M&A synergies	✓	✓	✓

Governance Plan

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

2. Enhancing anti-corruption and fraud prevention efforts

3. Enhancing governance of information security

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

2. Decarbonization

Remark : This document has been prepared by the listed company for the purpose of disseminating corporate information to investors solely for their investment decision-making. The listed company does not provide any investment advice or recommendations regarding its securities. Investors are advised to conduct further research and consult with qualified professionals before making any investment decisions. The listed company shall not be held liable for any damages or losses arising from the use of information contained in this document under any circumstances. The listed company reserves the right to amend the information presented herein without prior notice. Reproduction, modification, or dissemination of this document or any part thereof is prohibited unless prior permission has been obtained from the listed company. For additional information, investors may refer to the reports or disclosures made available through the Office of the Securities and Exchange Commission and/or the Stock Exchange of Thailand.

Section 1
Business Plan

Business Plan

Target in 2028

Topic	YE/2022	YE/2023	YE/2024	Target in 2028
Net Profit (Million Baht)	16.51	25.12	19.97	100.00

“Focused on maximizing strategic returns on investment, driving sustainable growth, and significantly improving operational efficiency.”

Growth plan/Increase business value

Operating Leverage for Growth

“The Company aims to systematically expand its customer base across both its service and distribution businesses by leveraging existing infrastructure, including warehouses, logistics systems, and operational teams, to maximize resource utilization efficiency. An increase in customer volume and workload creates operating leverage, resulting in lower unit costs without a proportional increase in operating expenses. In addition, the Company enhances revenue through cross-selling between its Marketing Services and Distribution businesses to increase revenue per customer, while expanding service coverage across the value chain through an integrated, end-to-end service model that supports all marketing activity channels.”

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

- Growth

Targets

Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	9M/2025	2026	2027	2028
Revenue Growth (%)	39.74	26.85	32	24	22
YoY Growth Rate					

Other Targets

Topic	Baseline	Targets		
	9M/2025	2026	2027	2028
Service Revenue Growth (%)	10	23	15	15
Distributor Revenue Growth (%)	215	67	50	33

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
----------------------	------	-------------------

Strategic Initiative	Year	Expected Outcomes
“Rebalancing the customer portfolio and expanding Marketing Services channels.”and Upgrading the Distribution Business	2026	<ul style="list-style-type: none"> • “Increase the proportion of revenue from non-FMCG customers to 15% of incremental revenue (New Revenue Growth), while piloting new service channels in both onsite and online digital formats to support service revenue growth of 23%.” • “Expand the new customer base by 3–5 companies while leveraging cross-selling from Marketing Services to increase average revenue per customer, supporting 50% growth in distribution business revenue. In parallel, expand distribution hub coverage and increase fleet capacity to enhance logistics efficiency and support SDS revenue growth of 67%.”
	2027	<ul style="list-style-type: none"> • “Offer integrated cross-selling between the service and distribution businesses to promote end-to-end service solutions and support 10% growth in service revenue, while accelerating the expansion of the non-FMCG customer base and increasing revenue from new service channels to 10% of incremental revenue.” • “Expand distribution channels and accelerate new customer acquisition, while enhancing warehouse and logistics utilization rates to maximize operational efficiency.”
	2028	<ul style="list-style-type: none"> • “Manage unit costs at the lowest possible level as service volume increases to support 15% service revenue growth, while driving margin expansion through operating leverage to enhance the Company’s overall profitability.” • “Manage unit costs at the lowest possible level as workload increases to support SDS revenue growth of 33%, while driving margin expansion through operating leverage to enhance the Company’s overall profitability.”

Risk Management

Risk 1

“Risks arising from the expansion of the non-FMCG customer base, the launch of new service channels, and cross-selling initiatives, as well as the risk of working capital management not being in line with plan.”

Risk Characteristic

“The expansion of the non-FMCG customer mix (targeting 15% of new revenue growth), the introduction of new service channels, and cross-selling initiatives between the service and distribution businesses may face execution challenges and may not perform as expected. This could result in revenue growth falling short of targets and limit the effectiveness of operating leverage, as fixed costs may increase beyond expectations due to uncertain demand. In addition, accounts receivable turnover may fall below the target level of 4.0–4.2 times per year.”

Risk Impact

1. Slower or more volatile revenue growth, resulting in service revenue growth falling short of targets.
2. Loss of opportunity to effectively leverage operating leverage to support revenue growth, as fixed costs increase disproportionately relative to revenue growth, thereby posing risks to gross profit margin and the Company’s target of achieving net profit of THB 100 million by 2028.
3. Deterioration in liquidity due to working capital constraints, arising from higher overdue receivables or extended collection cycles.

Risk Management

1. Establish customer selection criteria and set clear sales targets for non-FMCG customers, with a focus on shorter credit terms and predictable demand.
2. Closely monitor KPIs for non-FMCG customers, new service channels, and cross-selling initiatives across both the service and distribution businesses.
3. Develop a hybrid billing and tracking system to reduce delays in documentation and accelerate the accounts receivable collection cycle.

Risk 2

“Risks from economic conditions and volatile supply chain costs.”

Risk Characteristic

“The service and distribution businesses may be affected by macroeconomic conditions, such as economic slowdowns or recessions, which could reduce purchasing power and demand. In addition, inflation, higher transportation and raw material costs, and supply chain disruptions (e.g., product shortages or logistics issues arising from external factors) may adversely impact operations and costs.”

Risk Impact

1. Higher cost of goods sold (COGS) and logistics costs may reduce gross profit margin and limit the effectiveness of operating leverage, as margins are compressed even when revenue increases.
2. Delays in the delivery of products or services, or higher-than-expected costs, may negatively affect customer satisfaction and increase the risk of lost sales opportunities.
3. Long-term financial stability may be adversely impacted if the Company is unable to pass through higher costs to customers.

Risk Management

1. Establish a systematic supply chain risk management framework by leveraging a Warehouse Management System (WMS) to improve the accuracy of inventory planning and procurement.
2. Implement a hedging policy for key commodities and transportation costs.
3. Build long-term partnerships with key suppliers and maintain alternative suppliers as contingency options.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/MCA/1766413447330.pdf>



Digital Transformation for sustainability

“The Company focuses on strategic investments in IT and AI by deploying AI and marketing automation to reduce operating costs (SG&A) and enhance service allocation efficiency. This strategy leverages AI-driven data analytics to enable personalization at scale in marketing campaigns, while automation is applied across internal processes, including workforce management, to improve the accuracy of performance measurement (performance marketing) and significantly reduce cost per acquisition (CPA). These initiatives are key drivers for improving net profit margins, alongside upskilling personnel to deliver complex, solution-oriented offerings with strong technological expertise.”

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

- Profitability & Efficiency

Targets

Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	9M/2025	2026	2027	2028
Net Profit Margin (%)	3.03	2.65	4	5	6

Other Targets

Topic	Baseline	Targets		
	9M/2025	2026	2027	2028
SG&A (%)	15.80	13	11	10

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
“Adoption of AI in Digital Performance Marketing, Enhancement of IT/ERP Infrastructure, and Internal Automation.”	2026	• “Develop the IT team to support the organization’s digital transformation, while establishing governance frameworks and a strong data foundation to enhance efficiency and scalability in supporting organizational growth.”

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> • “Integrate the ERP system (BC 365) with the in-house application (Nera) to create a single source of truth for efficient management of over 3,000 employees. In parallel, integrate mobile applications and/or handheld scanners to enable real-time management of service operations and warehouse activities, reducing lead times and enhancing responsiveness to fluctuating customer demand.” • “Develop a CRM system integrated with the ERP platform (BC 365) to enable precise customer targeting across both the service and distribution businesses, while establishing a strong foundation for future marketing automation.” • “Fully integrate the BC 365 ERP across both the service and distribution businesses, and implement WMS/TMS across all distribution hubs, while deploying automation tools to automate 20% of organizational processes.”
	2028	<ul style="list-style-type: none"> • “Enhance the CRM system to ensure comprehensive data integration and full interoperability with the ERP platform (BC 365), while piloting the use of AI-driven analytics to generate deep insights that support product recommendations, sales planning, and market forecasting, thereby increasing opportunities for data-driven revenue generation.” • “Operational SG&A is reduced by 15% as a result of investments in IT and AI, enabling teams to focus more on high-value strategic activities. Automated workflows are deployed to eliminate repetitive tasks and create economies of scale that support business growth, while maximizing efficiency through effective utilization of the existing workforce.”

Risk Management

Risk 1

“Operational risks arising from IT system transformation.”

Risk Characteristic

“There is a risk of operational disruption and potential losses arising from inadequate controls, particularly if the implementation of the new ERP system (BC 365) and the Warehouse Management System (WMS) / Transportation Management System (TMS) is unsuccessful or delayed beyond the planned timeline. In addition, errors in inventory management during the system transition period (inventory mismanagement) may adversely impact operations and service levels.”

Risk Impact

“Disruptions to the operations of the service and distribution businesses may cause delays in the delivery of services and products to customers, leading to customer dissatisfaction and lost sales, and directly impacting the Company’s targeted gross profit margin.”

Risk Management

1. Appoint clear risk owners to take accountability for and closely monitor the integration and implementation of the ERP and WMS/TMS systems, with regular progress reporting.
2. Develop a Business Continuity Plan (BCP) for service and distribution operations to ensure business continuity in the event of core system disruptions.
3. Conduct rigorous user acceptance testing (UAT) and provide comprehensive, ongoing training for personnel involved in the use of the ERP and WMS/TMS systems.

Risk 2

“Cybersecurity and data integrity risks.”

Risk Characteristic

“The use of digital platforms and AI to collect and analyze large volumes of customer data, including employees’ personal data (Nera), increases exposure to cybersecurity attacks and potential data breaches, which may result in non-compliance with applicable laws and regulations (compliance risk).”

Risk Impact

“The Company’s credibility and reputation may be adversely affected, and it may be subject to penalties under personal data protection laws, as well as incur significant costs to remediate and strengthen cybersecurity systems. These impacts could disrupt business continuity and adversely affect the Company’s long-term financial stability.”

Risk Management

1. Invest in industry-standard cybersecurity measures and conduct regular data backups to ensure data protection and system resilience.
2. Establish a robust data governance framework and implement strict information security policies and procedures.
3. Providing Training to All Employees on Compliance Risk and Customer Data Confidentiality

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/MCA/1766413519722.pdf>

**Enhancing value through M&A synergies**

“The Company focuses on enhancing revenue quality and strengthening financial stability by extending its full-service model toward M&A-driven synergies through a Solution Architect approach.” Key strategies include: Establish an internal Solution Architect function to identify opportunities to improve operational efficiency through cost optimization and revenue

enhancement, increasing the proportion of high-margin revenue mix and improving the Company’s overall gross profit margin. Identify potential business partners for synergy and/or M&A, with a focus on generating predictable revenue by transitioning to a retainer-based model to increase the proportion of recurring revenue and enhance customer lifetime value (CLV). Drive post-M&A synergy and growth, leveraging combined capabilities to accelerate scale, expand service offerings, and create long-term value from acquired or partnered businesses.

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

- Growth
- Profitability & Efficiency
- Stability

Other Targets

Topic	Baseline	Targets		
	9M/2025	2026	2027	2028
Revenue Growth (%)	100	22	14	25

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
“Development of the Solution Architect and Retainer Service Model, and Value Creation through Synergy from the Integration of UM Design and Production.”	2026	<ul style="list-style-type: none"> • “Establish a clearly defined and practical Solution Architect business model, while identifying, screening, and evaluating target companies with strong investment potential for mergers and acquisitions (M&A) or joint ventures (JV), and the ability to generate synergies with the Company’s core businesses.” • “Focus on strengthening collaboration between the UM and MCA sales teams to create synergies in designing and delivering end-to-end solutions, enhance cost efficiency through cost synergies, and initiate revenue expansion from cross-selling, targeting at least 10% of new revenue growth.”
	2027	<ul style="list-style-type: none"> • “Execute M&A or JV transactions and initiate a structured integration process to leverage new products and services for cross-selling to the existing customer base, while expanding the scope of service offerings.” • “Focus on expanding retainer-based services to both existing and new customers by transitioning from project-based engagements to ongoing service models, resulting in an increase in Customer Lifetime Value (CLV) of at least 15%.”

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> • “Create new revenue streams (New S-Curve) and develop an integrated end-to-end service ecosystem covering the entire value chain, from upstream to downstream, to enhance long-term business value and competitiveness.” • Driving Collaboration Between Media Production and Digital Marketing to Achieve the 25% Target

Risk Management

Risk 1

“Risks associated with the execution of mergers and acquisitions and joint ventures (M&A / JV execution risk).”

Risk Characteristic

“There is a risk that the Company may be unable to identify, screen, or successfully conclude agreements with suitable target businesses that align with the Company’s ecosystem within an appropriate timeframe and under acceptable terms. In addition, risks related to business valuation and investment structure may arise, which could limit the ability to create long-term value.”

Risk Impact

“This may delay the creation of new businesses (New S-Curve) and the realization of synergies across revenue, cost, and capability expansion, potentially impacting revenue growth targets, profit margins, and returns on investment under the Company’s medium-term strategic plan.”

Risk Management

“Establish clear target selection criteria and investment frameworks, and conduct comprehensive strategic analysis and due diligence across financial, operational, technological, and human capital aspects. In parallel, prepare alternative options, such as strategic partnerships or pilot projects, prior to full-scale investment, and closely monitor and review deal progress at the executive management level.”

Risk 2

“Risks related to collaboration between sales teams.”

Risk Characteristic

“Coordination between sales teams may be inefficient during the initial phase due to differences in roles, responsibilities, workflows, and key performance indicators (KPIs). As a result, the design and delivery of integrated, end-to-end solutions may lack alignment or fail to fully address customer needs.”

Risk Impact

“Revenue growth may fall short of targets due to reduced effectiveness in solution offerings, lower-than-expected conversion and cross-selling rates, and delays in realizing planned synergies during the initial phase.”

Risk Management

“Define a clear operating model and collaboration roles between sales teams, establish cross-functional teams with shared KPIs, and develop a standardized solution framework to enhance sales effectiveness and service delivery.”

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/MCA/1766413546341.pdf>



Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

To enhance the efficiency and capabilities of the Board of Directors, enabling them to oversee corporate governance with good governance, transparency, and independence, by focusing on developing the strategic competencies of the Board and systematically evaluating the Board's performance.

Targets

The company aims to enhance the efficiency and transparency of the board by engaging external consultants to independently evaluate performance, developing a Board Diversity & Competency Matrix to enhance skills, and conducting annual board evaluations to achieve an average score of not less than 85% by the year 2028.

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
Focused on enhancing the efficiency and transparency of the committee.	-	Review the composition of the Board Skills Matrix to ensure it encompasses modern competencies required for the long-term strategy, thereby ensuring that the analytical tool remains up to date and aligned with the business.	“Enhance directors’ capabilities by utilizing the analysis of additional skill gap to develop individual director development plans, and encourage directors to attend specialized training programs to close skill gaps without the need to recruit new personnel.”	Enhance transparency by disclosing the Board Skills Matrix in the Annual Report to demonstrate transparency to shareholders, and utilize the assessment results in developing the directors’ succession plan.
The annual Board performance evaluation achieves an average score of not less than 85%.	-	Design and plan the curriculum in collaboration with an external consulting firm.	Conduct in-depth training in accordance with the developed curriculum.	Evaluate development outcomes and continuously improve the programs

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
<p>Focused on enhancing the efficiency and transparency of the committee.</p>	2026	<ul style="list-style-type: none"> Review the composition of the Board Skills Matrix to ensure it covers modern competencies required for the long-term strategy.
	2027	<ul style="list-style-type: none"> Utilize the analysis of additional skill requirements to develop individual director development plans, and encourage directors to attend specialized training programs to close skill gaps without the need to recruit new personnel.
	2028	<ul style="list-style-type: none"> Monitor outcomes and refine the criteria to align with the business direction, and report the results in the Annual Report.
<p>Plan to engage an external consultant to conduct a Board performance evaluation.</p>	2026	<ul style="list-style-type: none"> Select an external consulting firm with expertise in corporate governance and develop an evaluation framework covering both the Board and individual directors, while establishing a collaborative working approach, including the development of Board evaluation criteria, analysis, and recommendations.
	2027	<ul style="list-style-type: none"> The consulting firm conducts a systematic evaluation of the Board and prepares a report of the results together with recommendations to enhance the Board's effectiveness.
	2028	<ul style="list-style-type: none"> Apply the recommendations from the evaluation to improve governance processes and prepare a summary report of the outcomes for disclosure in the annual report.
<p>Board Development Program Plan</p>	2026	<ul style="list-style-type: none"> Design and plan the programs in collaboration with external consultants to analyze directors' competency gaps and define tailored courses appropriate to the organization.
	2027	<ul style="list-style-type: none"> Conduct in-depth training for the Board on key topics to enhance strategic decision-making capabilities.
	2028	<ul style="list-style-type: none"> Evaluate development outcomes and continuously improve the programs, drawing on data from the Board evaluation results to enhance the continuity of the Board development plan.

Risk Management

Risk 1

Accuracy and completeness of director information

Risk Characteristic

This arises from incomplete or outdated data used in assessing board diversity and director competency gaps, or from varying interpretations of directors' skills and experience, which leads to inaccurate data for analyzing the necessity of additional skills.

Risk Impact

This may lead to the board's diversity and directors' competency gaps not accurately reflecting the facts, resulting in an erroneous analysis of the need for additional skills.

Risk Management

(1) The Company maintains a database of the Board of Directors based on verifiable information from directors' qualifications, training history, and the report form for directors and executives of listed companies in accordance with the criteria of the Office of the Securities and Exchange Commission.

(2) The Company Secretary reviews the Board of Directors' information annually to ensure it is up-to-date and accurate.

Risk 2

Risks from the lack of an orientation system and guidelines for new directors

Risk Characteristic

The company has begun to appoint new directors, but there is no formal orientation system, manual, or guidelines for them to learn their roles, duties, and governance processes. This results in new directors largely having to learn independently, which may lead to inconsistencies in their performance.

Risk Impact

New directors may not fully comprehend their roles and responsibilities or the complete governance process, which could lead to reduced decision-making efficiency and participation on the board, as well as potentially impacting the overall corporate governance quality of the company.

Risk Management

Conduct orientation for new directors, and prepare a document manual for new directors and a corporate governance manual to serve as a guideline for performing their duties.

Accountability and Transparency Governance**Enhancing anti-corruption and fraud prevention efforts**

Aims to elevate governance standards in line with the practices of the Stock Exchange of Thailand and the Thai Institute of Directors Association, by developing “**Anti-Corruption Plan**” to foster an organizational culture of integrity, transparency, reduced behavioral risks, and fairness, covering employees, executives, and business partners

Targets

Aims to establish comprehensive anti-corruption policies and practices, approved by the Board of Directors, along with continuous monitoring and review of their implementation. The company aims to obtain certification from the Thai Private Sector Collective Action Against Corruption (CAC) by 2028 and extend oversight to key business partners.

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Signatory	In the process of applying for certification.	Certified
Implement and verify that all critical Tier 1 business partners have anti-corruption policies, and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	Develop a Vendor Integrity Policy and Code of Conduct for Business Partners to serve as a standardized framework for supplier selection and management, and require business partners to formally acknowledge and comply with the Company's ethics and anti-corruption policies.	Assess Critical Tier 1 suppliers and summarize ethical risk exposure.	Key business partners have successfully completed the assessment and signed the Compliance Declaration.

Strategic Initiative

Elevate CAC certification and aim to strengthen the procurement and supplier management system to be transparent, verifiable, and in accordance with business good governance principles to reduce risks of corruption and conflicts of interest,

thereby ensuring value for money, transparency, and compliance with CG Scoring Category 3 on accountability and transparency.

Strategic Initiative	Year	Expected Outcomes
CAC Readiness & Anti-Corruption Program.	2026	<ul style="list-style-type: none"> Establish an Anti-Corruption Working Committee and have the Chairman of the Board sign a Declaration of Intent to initiate the certification process.
	2027	<ul style="list-style-type: none"> Coordinate with corporate governance consultants to develop the CAC self-assessment questionnaire comprising 71 items for enhancing the anti-corruption system, implement improvements in accordance with the action plan, and prepare the documentation for certification submission.
	2028	<ul style="list-style-type: none"> Obtain CAC Certified Member status from the Thai Institute of Directors (Thai IOD) and report the annual implementation results to the Audit Committee.
Vendor Integrity Policy & Code of Conduct for Business Partners.	2026	<ul style="list-style-type: none"> Develop a Vendor Integrity Policy and Code of Conduct for Business Partners to serve as a standardized framework for supplier selection and management, and require key business partners to formally acknowledge and agree to comply with the Company's ethics and anti-corruption policies.
	2027	<ul style="list-style-type: none"> Conduct an assessment of Critical Tier 1 suppliers and summarize the ethical risk exposure.
	2028	<ul style="list-style-type: none"> Key suppliers have undergone assessment and signed the Compliance Declaration, and have been integrated into the Company's ESG assessment system.

Risk Management

Risk 1

Risk of some executives and employees failing to comply with transparent procurement guidelines.

Risk Characteristic

Executives and employees lack understanding or awareness of procurement governance principles.

Risk Impact

Risk of being perceived as having a conflict of interest

Risk Management

Conduct training for executives and employees once a year, and establish a secure Whistleblowing Channel. Additionally, monitor performance and report findings to the Audit Committee.

Risk 2

Risk of partner non-cooperation

Risk Characteristic

Lack of cooperation from partners may result in operational delays, affecting the continuity of the procurement process.

Risk Impact

Non-cooperation from key partners may prevent the evaluation and signing process of the Compliance Declaration from proceeding as planned.

Risk Management

Organize orientation activities for partners and implement them, starting with key partners. Aspects of integrity, accuracy, and transparency are stipulated in the contract to ensure partner compliance.

Governance of Risk and Management Compliance

Enhancing governance of information security

To elevate the company's information security governance in line with international standards and guidelines set by the stock exchange, by focusing on strengthening cyber resilience through defining clear frameworks of responsibility at the board of directors and top management levels, as well as systematic management of significant and emerging strategic risks.

Targets

The company proactively and continuously manages cyber risks and emerging technologies, and can clearly demonstrate evidence of cyber readiness and resilience to stakeholders and regulatory bodies by 2028.

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors. 	Complete	-	-	-
<ul style="list-style-type: none"> Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies 	Not Started	In Progress	Success	Success
<ul style="list-style-type: none"> All employees undergo training,communication,and understanding assessments to enhance awareness of IT security. 	Not Started	In Progress	Success	Success

Topic	Current Status	Targets		
		2026	2027	2028
Conduct cybersecurity testing at least once a year, led by the Information Technology function, and report the results to the Audit Committee upon completion of each test.	-	Conduct information system security testing on business-critical systems at least once a year, under the responsibility of the Director of Information Technology or the Acting Head of Information Technology.	Conduct threat simulations and social engineering testing at least once per year, under the responsibility of the Director of Information Technology or the Acting Head of Information Technology, to assess awareness levels and implement corrective measures to address behavioral vulnerabilities.	Annual cybersecurity emergency drills are conducted by simulating supply chain attack scenarios to test response capabilities and the ability to report incidents within 72 hours.
		Prepare a testing report and a vulnerability remediation plan for submission to the Risk Management Working Group, and subsequently present the results to the Audit Committee for acknowledgment.		

Strategic Initiative

Restructure the operational model from a compliance-based approach to governance-based oversight, with the Director of Information Technology, or the Acting Director of Information Technology, assuming responsibility for technology and risks under policy-level initiatives.

Strategic Initiative	Year	Expected Outcomes
----------------------	------	-------------------

Strategic Initiative	Year	Expected Outcomes
Conduct cybersecurity testing at least once a year, carried out by the Information Technology function.	2026	<ul style="list-style-type: none"> Conduct cybersecurity process testing on systems critical to business operations at least once a year, under the responsibility of the Director of Information Technology or the Acting Head of Information Technology; prepare test result reports and behavioral vulnerability remediation plans; and submit the results to the Risk Management Working Committee and the Audit Committee for acknowledgment.
	2027	<ul style="list-style-type: none"> Conduct cybersecurity threat simulations and social engineering testing at least once per year, under the responsibility of the Director of Information Technology or the Acting Head of Information Technology, to assess awareness levels and implement corrective measures to address behavioral vulnerabilities.
	2028	<ul style="list-style-type: none"> Conduct an annual cybersecurity emergency tabletop exercise simulating a supply chain attack to test response capabilities and compliance with the requirement to report incidents within 72 hours.

Risk Management

Risk 1

Risks from Digital Strategy Governance and Cyber Threats

Risk Characteristic

Rapid changes in technology and new forms of threats pose challenges to regulatory processes and strategic decision-making, which require speed and accuracy. This may result in policies or the allocation of resources for innovation and security not aligning with the current situation.

Risk Impact

- (1) Severe damage to legal liability, including reputation, in the event of a data breach, under the Personal Data Protection Act B.E. 2562 (2019).
- (2) Legal risks under the Cybersecurity Act B.E. 2562 (2019).
- (3) Loss of business opportunities due to delayed technology investment decisions.

Risk Management

Regularly conduct cyber risk assessments, covering critical information systems, personal data, and key business processes, and develop appropriate risk control and mitigation plans.

Risk 2

Cyber Risk through Third-Party Service Providers

Risk Characteristic

Security vulnerabilities of partners/external service providers who access the company's critical data or systems, which are utilized as an entry point to indirectly attack the company's systems.

Risk Impact

- (1) Disruption of core operational systems.
- (2) Data breach and penalties for failure to report the incident within 72 hours, as per the Personal Data Protection Act B.E. 2562 (2019).

Risk Management

- (1) Prepare a personal data processing agreement in accordance with the Personal Data Protection Act B.E. 2562 (2019).
- (2) Conduct annual evaluations of external service providers.
- (3) Information security measures are stipulated in the contract.

Section 3

Climate Action Plan

Climate Action Plan

Greenhouse gas inventory (GHG) plan

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

Attachments

URL Link to the Document : <https://www.marketconnectionsasia.com/cfo>



Market Connections Asia Public Company Limited recognizes its role and responsibility in addressing climate change. The Company has therefore developed an organizational greenhouse gas (GHG) inventory plan covering direct emissions (Scope 1), indirect emissions from energy consumption (Scope 2), and other indirect emissions (Scope 3), in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization). This GHG inventory serves as a baseline for setting emission reduction targets, developing decarbonization plans, and supporting systematic climate action and sustainability disclosure.

Targets

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success
Development of comprehensive Scope 3 greenhouse gas emissions data coverage	Review and selection of material Scope 3 activities	Improvement of data collection from contractors and external activities	Use Scope 3 data to support the setting of long-term emissions reduction targets
Enhancement of greenhouse gas data governance	Definition of roles and responsibilities for GHG data management	Integration of GHG data with sustainability reporting	Prepare for future strategic disclosures.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Prepare annual greenhouse gas emissions reports on a continuous basis, with verification by the Thailand Greenhouse Gas Management Organization (TGO)	2026	<ul style="list-style-type: none"> Annual greenhouse gas emissions reports certified by the Thailand Greenhouse Gas Management Organization (TGO), with a reduction in greenhouse gas emissions of at least 5% from the base year

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Annual greenhouse gas emissions reports certified by the Thailand Greenhouse Gas Management Organization (TGO), with a reduction in greenhouse gas emissions of at least 7% from the base year
	2028	<ul style="list-style-type: none"> Annual greenhouse gas emissions reports certified by the Thailand Greenhouse Gas Management Organization (TGO), with a reduction in greenhouse gas emissions of at least 10% from the base year

Risk Management

Risk 1

Data-related risks and risks related to personnel knowledge and awareness

Risk Characteristic

1. Data collected may be incomplete, inaccurate, or inconsistent across departments.
2. Personnel may lack sufficient understanding of greenhouse gas (GHG) inventory preparation and relevant standards.

Risk Impact

1. The calculated greenhouse gas (GHG) emissions may not accurately reflect actual emissions, thereby affecting the credibility of the report.
2. Delays in implementation or the use of data that does not comply with accepted scientific and methodological principles.

Risk Management

1. Establish a centralized data management system (GHG Data Management System).
2. Assign clear data owners or responsible persons in each department.
3. Provide training for employees on proper data collection and accurate record-keeping.
4. Organize training sessions and hands-on workshops for relevant teams.
5. Engage external consultants to support system design and provide technical guidance during the initial implementation phase.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/MCA/1765946650979.pdf>



Decarbonization

The organization has established a greenhouse gas reduction plan, using 2024 as the base year, and aims for a Net Zero Pathway and Carbon Neutrality by 2033 through energy efficiency improvement, logistics activity management, and internal organizational awareness creation.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2024	2026	2027	2028
Greenhouse gas emission reduction volume	1555	5%	7%	10%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Development of the Greenhouse Gas Emission Reduction Plan	2026	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by at least 5% from the base year through the implementation of energy efficiency improvement projects, fuel consumption reduction initiatives, and waste management measures, covering Scope 1 and Scope 2 emissions.
	2027	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by at least 7% from the base year by expanding energy efficiency measures, promoting the use of electric vehicles (EVs), implementing waste recovery initiatives, and strengthening monitoring and evaluation processes.
	2028	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by at least 10% from the base year through the adoption of renewable energy, the implementation of carbon management practices, and the review and enhancement of the GHG Mitigation Plan to support long-term objectives.

Risk Management

Risk 1

Physical Risk

Risk Characteristic

Flood, heavy rain, heatwave

Risk Impact

affects field operations, logistics systems, employee health, and continuity of service

Risk Management

Develop a Business Continuity Plan (BCP) and adapt operational models to suit changing climate conditions.

Risk 2

Transition Risk

Risk Characteristic

Policy, Regulations, ESG, Investor Expectations

Risk Impact

Impacts costs, business models, and competitiveness

Risk Management

Closely monitor ESG policies, regulations, and expectations, and align strategies and disclosures accordingly.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/MCA/1765948209488.pdf>

