



JUMP+ Plan



PRTR Group Public Company Limited (PRTR)

Year 2026 - 2028

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PRTR Group Public Company Limited

SET	CG Report :
Services / Professional Services	SET ESG Ratings: A
	Anti-Corruption Certification (CAC): Yes

Business Type

Provide total HR outsourcing services and recruitment services.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	7,611.85	7,366.77	6,422.03	6,116.78
Expenses	7,345.75	7,093.37	6,173.62	5,852.37
Net Profit	215.93	227.34	206.45	202.16
Balance Sheet (MB)				
Assets	2,418.45	2,327.13	2,084.09	1,505.72
Liabilities	688.82	658.65	545.88	1,054.60
Shareholders' Equity	1,724.05	1,658.12	1,520.78	446.29
Cash Flow (MB)				
Operating	350.55	116.35	114.92	109.49
Investing	-119.63	-8.40	-56.75	-48.35
Financing	-172.44	-110.47	309.64	-70.11
Financial Ratio				
EPS (Baht)	0.36	0.38	0.36	0.80
GP Margin (%)	8.95	9.40	10.07	10.40
NP Margin (%)	2.77	2.99	3.09	3.26
D/E Ratio (Times)	0.40	0.39	0.35	2.34
ROE (%)	12.77	14.30	20.99	45.30
ROA (%)	11.21	12.40	13.84	17.56

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	340 - 360 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Tech-Driven Efficiency & Cost Optimization			
2. Strategic Plan 2 : Accelerating Business Growth through Outsourcing, AI-Enabled Recruitment, and Digital Platforms			
3. Strategic Plan 3 : M&A Growth and Integration Strategy			
Governance Plan			
1. Increasing the diversity 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			

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Section 1

Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Net Profit (Million Baht)	206.45	227.34	215.93	340 - 360

The Company has set a target for continuous growth in its operating performance during the years 2026–2028, by focusing on` **increasing net profit to 340 - 360 million Baht** by 2028, driven by the company's core business plan, which includes enhancing operational efficiency, expanding the business, and making strategic investments in operations. The Company aims to manage costs efficiently, targeting a continuous reduction in the operating expense to revenue ratio (Opex/Revenue), while also improving the gross profit margin (GPM) and net profit margin (NPM). This is to strengthen financial stability, support revenue growth, and enhance the company's long-term competitiveness.

Growth plan/Increase business value

Strategic Plan 1 : Tech-Driven Efficiency & Cost Optimization

The Company aims to enhance operational efficiency and cost management by leveraging digital *technologies and artificial intelligence (AI)* across both back-office functions and core service processes. These initiatives are designed to streamline workflows, reduce redundancies, improve agility, and optimize the utilization of organizational resources. In the initial phase, the Company focuses on deploying AI and automation in back-office operations to improve workforce productivity. At the same time, the Company has developed and launched the Jobs.PRTR platform, which utilizes AI to support recruitment processes, enabling faster and more accurate candidate matching while reducing cost per hire.

Furthermore, the Company plans to further develop Jobs.PRTR into a comprehensive end-to-end recruitment platform to enhance data management and operational efficiency, while reducing system-related expenses from third-party providers. Overall, this strategy aims to continuously reduce the ratio of operating expenses to revenue (Opex/Revenue), while strengthening the Company’s ability to support business growth without a proportional increase in headcount. This will enhance competitiveness and support sustainable long-term growth.

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

- Profitability & Efficiency

Targets

• Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Reduce the Opex-to-Revenue ratio (%) (Outsourcing Services)	3.8	-	-	3.7

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Implement AI and automation in Back-office processes	2026	• Implement AI and automation in back-office processes to streamline workflows, enhance efficiency, and optimize cost structure
	2027	• Continue improving operational efficiency to support business operations and organizational growth
2. Development of AI-powered Job Placement Platform (Jobs.PRTR)	2026	• Launch the Jobs.PRTR platform and integrate AI into recruitment processes to improve hiring speed, enhance candidate matching accuracy, and reduce cost per hire
	2027	• Further develop Jobs.PRTR into a comprehensive end-to-end recruitment platform to enhance data management and operational efficiency, while reducing system-related expenses from third-party providers
	2028	• Continue enhancing Jobs.PRTR as a comprehensive recruitment platform to strengthen data management capabilities and improve operational efficiency, while reducing reliance on third-party systems

Risk Management

Risk 1 : Delay or failure in technology development and adoption

• Risk Characteristic

The development and implementation of digital technology and artificial intelligence (AI) within organizations to enhance efficiency and reduce costs may encounter limitations due to system complexity, particularly concerning integration with legacy systems, as well as delays in the development, testing, and approval processes for deployment. Furthermore, unclear definitions of usage scope and success metrics, along with the readiness of personnel to adapt and effectively utilize the technology, may lead to projects not proceeding according to plan or failing to generate full benefits. Ultimately, this could impact the return on investment for the company's technology expenditures.

• Risk Impact

May not be able to achieve cost reduction and efficiency improvement goals, resulting in higher operating costs and affecting the company's competitiveness.

• Risk Management Measures

- 1. Define clear use cases, success metrics, and expected return
- 2. Establish product roadmap and phased implementation plan (MVP approach)
- 3. Strengthen project governance with milestone tracking and executive oversight
- 4. Drive adoption through stakeholder alignment, training, and change management

Strategic Plan 2 : Accelerating Business Growth through Outsourcing, AI-Enabled Recruitment, and Digital Platforms

The Company is committed to driving continuous revenue growth by expanding its core businesses, namely **Outsourcing** and **Recruitment**, alongside the development of non-core services, including **Blacksmith Training** and **Pinno HR Software**, to respond to evolving labor market dynamics and technological advancements. In the Outsourcing business, the Company focuses on expanding its customer base in high-potential industries and job categories, while developing flexible workforce solutions. This includes expanding into daily and temporary workforce segments to meet short-term labor demand. In addition, the Company continues to develop supporting platforms, such as the Merchandiser Platform, to capture new labor market opportunities. At the same time, efforts are made to enhance the skills of outsourced employees to enable them to work effectively alongside technology (AI-ready workforce), thereby improving service efficiency.

For the Recruitment business, the Company emphasizes high-value roles, such as Executive Search, while expanding services in mass recruitment. The focus is placed on positions that require specialized skills and remain highly dependent on human labor, including management, technician roles, and the restaurant segment, which continue to offer strong growth potential and are relatively less susceptible to AI disruption. Furthermore, the Company is expanding its non-core businesses by strengthening Blacksmith Training to enhance brand recognition and developing Pinno HR Software into an end-to-end HR solutions platform. These initiatives aim to enhance service capabilities and support long-term growth. Overall, this strategy is designed to expand the Company’s revenue base, strengthen its competitive advantage, and support sustainable business growth over the long term.

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

- Growth

Targets

• Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Revenue (Million Baht)	7,612	-	-	10,000

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Outsourcing Business Expansion	2026	1.1 Expand the customer base in target industries and high-potential job segments to increase revenue from new customers and target industry groups 1.2 Develop flexible workforce solutions (Temp/Daily Workforce) to meet short-term labor demand and increase access to new customer segments 1.3 Develop the Merchandiser platform to penetrate new customer segments, increase revenue, and expand market share

Strategic Initiative	Year	Expected Outcomes
		1.4 Enhance the skills of outsourced employees to enable effective collaboration with technology (AI-Ready Workforce), improving service efficiency and strengthening competitive advantage
	2027	1.1 Further expand the customer base across Merchandiser, Temp/Daily Workforce segments, and target high-growth industries and high-potential job segments to increase revenue from new customers and target industry groups
	2028	1.1 Continue expanding the customer base across Merchandiser, Temp/Daily Workforce segments, and target high-growth industries and high-potential job segments to increase revenue from new customers and target industry groups
2. Growth of Recruitment Business	2026	2.1 Focus on high-value, business-critical roles, such as senior executives at the C-level (Executive Search), to increase revenue and enhance profitability 2.2 Expand recruitment services in human-dependent roles that require specialized skills to meet growing labor demand, while expanding the revenue base and customer base in high-growth industries
3. Expansion of Non-core Services (Blacksmith Training and Pinno HR Software)	2026	3.1 Develop signature training programs to strengthen The Blacksmith brand, enhance brand awareness, expand the customer base, and increase revenue 3.2 Develop Pinno by adding modules and features to become an end-to-end HR solutions platform, addressing customer needs while expanding the customer base and achieving targeted revenue growth
	2027	3.1 Further enhance Pinno by adding modules and features to become a comprehensive end-to-end HR solutions platform, improving service coverage, expanding the customer base, and driving revenue growth
	2028	3.1 Continue enhancing Pinno by adding modules and features to strengthen its capabilities as a comprehensive end-to-end HR solutions platform, expanding the customer base and supporting sustained revenue growth

Risk Management

Risk 1 : Slower-than-expected on customer expansion

• Risk Characteristic

Customer base expansion and revenue growth may not meet the defined targets due to challenges in acquiring new customers, increased market competition, or lower-than-expected sales pipeline conversion efficiency. Furthermore, limitations in expanding customers within target industry segments may result in the number of new customers and revenue growth not aligning with the planned objectives.

• Risk Impact

may impact the acquisition of new customers and overall revenue growth, preventing the company from achieving its set revenue targets.

• Risk Management Measures

- 1. Prioritize high-potential customer groups in the Outsourcing and Recruitment businesses.
- 2. Accelerate sales closure (Pipeline Conversion) through marketing campaigns, business collaborations, and expansion of key accounts (Key Accounts).
- 3. Promote cross-selling (Cross-selling) of Blacksmith's programs and the Pinno platform to existing customers.

Risk 2 : Delay or underperformance in platform development (Pinno / Merchandiser

• Risk Characteristic

The development of platforms and digital systems may experience delays or be unable to proceed as planned due to system complexity, limitations in human resources or technology, an unclear definition of development scope, or project management that does not adhere to the plan. This results in delays in the development of critical features and an inability to promptly respond to business and market demands.

• Risk Impact

limit the ability to expand business and reduce opportunities to enter new markets

• Risk Management Measures

- 1. Adopt an Agile development approach and closely monitor progress according to milestones.
- 2. Prioritize the development of high-impact features (MVP Approach).
- 3. Strengthen technological cooperation or consider using outsourcing for development when necessary.

Strategic Plan 3 : M&A Growth and Integration Strategy

The Company has established a growth strategy through *mergers and acquisitions (M&A)* to expand its business scope and enhance its competitive capabilities. The Company focuses on investing in high-potential *outsourcing* businesses that can be effectively integrated with its existing operations. The Company targets at least one acquisition per year and expects to generate returns in the form of net profit, while also expanding its business scale over the long term.

In addition to investments, the Company places strong emphasis on *post-merger integration (PMI)* to ensure seamless operational alignment. The Company leverages its technology to support integration, reduce costs, and create synergies in both revenue and cost. This is achieved by maximizing the use of its customer base, technology, and business network to support market expansion and increase market share. Overall, this strategy aims to deliver sustained profit growth, strengthen the Company’s competitive position, and create long-term value for shareholders and stakeholders.. This strategy aims to generate continuous profit growth, enhance competitiveness, and create long-term value for shareholders and stakeholders.

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

- Growth

Targets

• Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Net profit from M&A (Million Baht)	0	-	5 - 10	10 - 20

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Business expansion through mergers and acquisitions (M&A) in the Outsourcing business group to enhance competitiveness, expand service portfolios, and create synergy between businesses.	2026	- First Acquisition (Deal #1) in a High-Potential Outsourcing Business - Business Integration Planning (Post-Merger Integration: PMI) - Initiate synergy creation and prepare for revenue and profit recognition.
	2027	- Second acquisition (Deal #2) to expand the business portfolio. - Recognize revenue and profit from Deal #1 and commence integration of Deal #2. - Expand customer base, increase cross-selling opportunities, and generate additional revenue
	2028	- Recognize profit and profit from Deal #2 - Establish full synergy between businesses - Increase revenue and profit margins through the expansion of the business portfolio.

Risk Management

Risk 1 : Inappropriate selection of M&A targets or delays in post-merger integration.

• Risk Characteristic

Acquisition processes may encounter risks stemming from an inadequate assessment of the target entity's potential, as well as disparities in organizational structure, culture, work systems, and business operations. These factors could result in delayed or unsmooth integration post-acquisition and may also prevent the realization of anticipated synergies.

• Risk Impact

may result in delays in M&A transactions and the inability to realize profits or create synergistic benefits as targeted, thereby impacting the company's performance and growth plans.

• Risk Management Measures

- Define clear criteria for selecting target businesses (M&A Criteria) in alignment with the company's strategy.
- Conduct comprehensive due diligence in collaboration with external consultants.
- Develop a Post-Merger Integration (PMI) plan, clearly defining synergy targets and responsible parties.
- Continuously monitor the progress of integration using predefined key performance indicators (KPIs).

Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Increasing the diversity of the board of directors

This strategic plan for increasing board diversity focuses on promoting a board composition that specifically reflects diversity, **in the dimension of Gender Diversity** to create a balance of perspectives in governance and strategic decision-making, which will effectively elevate the quality of organizational management. The company sets a target to have **The proportion of female directors shall not be less than 30%** and continuously working to maintain this standard in the long term.

Operations under this plan include reviewing and improving policies and criteria for director selection by integrating Gender Diversity guidelines into the formal process of director recruitment and appointment, as well as promoting the development and retention of high-potential female personnel in senior management positions to serve as a talent pipeline for future succession. Furthermore, the company regularly monitors and reports results to the Board of Directors, and discloses information in its annual report to foster transparency and confidence among stakeholders. This strategic plan reflects the company's commitment to creating a board that is balanced in terms of qualifications and diverse perspectives, which will enhance the effectiveness of corporate governance in line with the principles of **ESG** and **Good Corporate Governance (CG Code)** including building confidence among shareholders, investors, and all stakeholder groups in the long term.

Targets

Currently, the company has **The proportion of female directors is more than 30 percent**, which reflects the success in promoting board diversity and the company's commitment to transparent and effective corporate governance. The company has stipulated that **maintain the proportion of female directors at no less than 30 percent on an ongoing basis D** to create balance and diverse perspectives in management. Such operations are part of raising standards. **Good Corporate Governance (CG)** and promoting principles of **diversity and equality (Diversity & Inclusion)** which is a crucial factor in building confidence among shareholders, investors, and all stakeholder groups.

Topic	Current Status	Targets		
		2026	2027	2028
The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028.	Complete	-	-	-

Strategic Initiative

The company has established a significant plan to **improve its director nomination policy and criteria to encompass Gender Diversity** To ensure that the director nomination and appointment process concretely reflects diversity and gender balance, this plan aims to ensure that the selection of directors is transparent, fair, and considers potential from various perspectives.

The implementation of this plan will help the company maintain **a proportion of female directors of no less than 30% on an ongoing basis.** and reflect the company's commitment to elevating good corporate governance standards (Good Corporate Governance: CG), as well as promoting the principles of Diversity & Inclusion, which are crucial factors in building confidence among shareholders, investors, and all stakeholder groups.

Strategic Initiative	Year	Expected Outcomes
Revise the Charter of the Corporate Governance, Sustainable Development, Nomination and Remuneration Committee, emphasizing Gender Diversity.	2026	• Establish director selection criteria that encompass gender diversity, approved by the Board of Directors, and monitor to maintain a minimum proportion of 30% female directors.
	2027	• Monitor to maintain the proportion of women directors at not less than 30%.
	2028	• Monitor to maintain the proportion of women directors at not less than 30%.

Risk Management

Risk 1 : Lack of diversity among female board members

• Risk Characteristic

The board's composition is imbalanced or has a lower proportion of female directors than targeted, leading to a lack of diverse perspectives in governance and strategic decision-making, and not reflecting equality within the organization, as well as potentially not aligning with ESG guidelines and good corporate governance principles (CGCode).

• Risk Impact

The lack of gender balance on the board of directors may result in the company's governance and strategic decision-making lacking comprehensiveness and failing to reflect diverse perspectives. This could potentially reduce management efficiency and the ability to respond to social issues and gender equality. Furthermore, it may adversely affect the organization's image concerning good corporate governance and ESG evaluations, potentially leading to a decline in confidence from shareholders, investors, and stakeholders.

• Risk Management Measures

1. Develop and review policies and criteria for director selection that emphasize Gender Diversity to be comprehensive and consistent with CG and ESG guidelines.
2. Set a target for the proportion of female directors to be not less than 30% and continuously monitor performance.
3. Report the proportion of female directors and operational progress to the Board of Directors regularly and disclose it in the annual report.
4. Promote an organizational culture that values diversity and equality (Diversity &Inclusion) through communication and raising awareness among executives and employees.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The company has concretely established an anti-corruption policy and has been certified as a member of the Collective Action Coalition Against Corruption (CAC) by the Thai Institute of Directors (IOD). This reflects the company's commitment to conducting business with integrity, transparency, and accountability, as well as continuously adhering to the principles of Good Corporate Governance.

To enhance and expand upon these successes, the company aims to promote and broaden the network of transparency in the private sector by encouraging trading partners, affiliated companies, business partners, and small and medium-sized enterprises (SMEs) to join the anti-corruption coalition. This is to foster transparent and fair business operations within the private sector, with strong governance standards.

Operations under this plan also focus on raising awareness, exchanging knowledge, and supporting business partners in developing anti-corruption policies and practices, as well as effectively managing related risks, to sustainably expand the anti-corruption coalition and collectively elevate the transparency standards of Thai private sector businesses in the long term.

Targets

The company is committed to conducting business with integrity, transparency, and accountability, having established anti-corruption policies and practices that cover the organization's operations, and has been certified as a member of the Collective Action Coalition Against Corruption (CAC) by the Thai Institute of Directors Association (IOD).

To continuously elevate standards, the company aims to maintain its CAC certification standards and develop anti-corruption practices in line with changes in the business environment. This is achieved by regularly monitoring, reviewing, and evaluating compliance with anti-corruption policies annually, and by promoting the participation of its subsidiaries and business partners in the anti-corruption coalition to sustainably expand the network of transparency in the private sector.

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
• 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	-	-	-
• The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	Complete	-	-	-
• The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Complete	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-
Anti-Corruption and Fraud Prevention Enhancement Plan through Participation in the CAC Change Agent Program	-	In progress	In progress	In progress

Strategic Initiative

The company operates as a CAC Change Agent under the support of the Thai Institute of Directors Association (IOD) to play a role in driving and expanding the network of transparency in the private sector. This is achieved by encouraging business partners, affiliated companies, and small and medium-sized enterprises (SMEs) to join the coalition against corruption (CAC) to elevate business operating standards to be transparent and ethical.

Furthermore, the company has established guidelines for maintaining CAC certification standards and continuously developing the role of the CAC Change Agent through promoting knowledge, exchanging best practices, and fostering collaboration with the private sector to build confidence among all stakeholders and to drive the establishment of a sustainable transparent organizational culture in the Thai business sector.

Strategic Initiative	Year	Expected Outcomes
Plan to Enhance Anti-Corruption and Corporate Governance by Participating in the CAC Change Agent Project	2026	- The company applies to join the CAC Change Agent Project. - Develops a two-year incentive plan for participating companies and communicates the initiative through letters and emails to invite them to join the “Road to Join with CAC and SME Briefing” events. - Establishes a foundation for implementation in alignment with the plan and achieves recognition as a CAC Change Agent.

Risk Management

Risk 1 : The participation of partners and allies is insufficient

Risk Characteristic

Partners, affiliates, or SMEs may lack understanding of CAC approaches or view participation in the anti-corruption coalition as an administrative burden and an increased cost. Furthermore, there may be limitations in resources, personnel, or management support, leading to the company's network participation not meeting the set targets, which may result in the expansion of transparency networks in the private sector being slow or incomplete.

Risk Impact

The expansion of the transparency network may not achieve its intended goals, consequently weakening the company's role as a CAC Change Agent and reducing opportunities to create policy outcomes that reflect leadership in private sector governance. Furthermore, the implementation of transparency promotion activities may be delayed and lead to inefficient resource utilization, potentially affecting the confidence of stakeholders, investors, and government agencies, thereby leading to the perception that the company lacks the potential to drive a transparent organizational culture in the long term.

• Risk Management Measures

- 1. Communicate information and build understanding regarding the benefits provided by the company, such as support for project participation costs, special privileges, and various services.
- 2. Continuously support and promote access to various benefits.
- 3. Organize regular promotional and invitation activities, such as participation in the Road to Join with CAC and SME Briefing events, free of charge.
- 4. Regularly monitor and evaluate interest and participation to appropriately adjust approaches.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/PRTR/1760000652194.pdf>



Governance of Risk and Management Compliance

Enhancing governance of information security

The plan to enhance information security governance focuses on developing a robust, transparent, and compliant data security and digital infrastructure management system, in accordance with international standards and relevant legal requirements, by integrating both **ISO 27001 – Information Security Management System (ISMS)** and **ISO 27701 – Privacy Information Management System (PIMS)** To protect important and personal data of the organization, employees, customers, and stakeholders from cyber threats and privacy risks.

Operations under this plan cover the establishment and revision of information security and privacy policies, the development of IT internal control systems (IT General Controls), continuous assessment and testing of cyber and privacy risks, as well as the implementation of **Penetration Testing and Vulnerability Assessment** regularly to identify vulnerabilities and assess the system's ability to prevent attacks. Furthermore, it focuses on fostering a culture of information security and data protection within the organization through training and awareness-building for employees at all levels.

Targets

The company aims to elevate information security governance to an international standard system by establishing comprehensive policies and guidelines covering risk management, technology, and personal data protection, in accordance with ISO/IEC 27001 and ISO/IEC 27701 standards. Concurrently, the company conducts continuous system testing (Penetration Testing / Vulnerability Assessment) and promotes information security knowledge among employees to prevent cyber threats and build confidence among stakeholders at all levels.

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	In Progress	In Progress	In Progress	Success

Topic	Current Status	Targets		
		2026	2027	2028
The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.	Complete	-	-	-
Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies	In Progress	In Progress	In Progress	Success
All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.	In Progress	In Progress	In Progress	Success
Conduct cybersecurity penetration testing at least once every three years.	-	In progress	In progress	In progress
Elevate the company's personal data management system to meet international standards.	-	In progress	In progress	In progress

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Strengthen cybersecurity (Cybersecurity Enhancement) to ensure the company's operations are stable, secure, and continuously evaluated by experts.	2026	- Receive a Cyber Security Assessment from an external consultant, along with recommendations for improvement. - Organize annual Cyber Security awareness training for employees.
	2027	Organize annual Cyber Security awareness training for employees.
	2028	Organize annual Cyber Security awareness training for employees.
2. Conduct Information Technology System Security Testing (Penetration Testing and Vulnerability Assessment) to ensure that the company's information systems are secure and can continuously protect against threats.	2026	Conduct annual penetration testing and information system vulnerability assessment.
	2027	Conduct annual Penetration Testing and Vulnerability Assessment of information systems.
	2028	Conduct annual Penetration Testing and Vulnerability Assessment of information systems.
3. Develop and implement a personal data management system (Privacy Management System) to enhance personal data protection and compliance with international standards.	2028	Certified to ISO/IEC 27701: Privacy Information Management System (PIMS)

Risk Management

Risk 1 : Penetration Testing coverage is insufficient, and the remediation of critical vulnerabilities is delayed.

- **Risk Characteristic**

The information system security testing process may not comprehensively cover all critical systems or may not align with the risk level of each system. Furthermore, the remediation of vulnerabilities after testing may be delayed due to resource constraints, system complexity, or coordination issues among relevant departments, consequently allowing vulnerabilities to persist in the system for an extended period.

- **Risk Impact**

Unpatched vulnerabilities may lead to cyberattacks, data breaches, and disruption of business operations.

- **Risk Management Measures**

1. Develop an annual system testing plan to cover all critical systems.
2. Implement timely remediation of vulnerabilities and validate them before closing the issues.

Risk 2 : Delay in obtaining ISO/IEC 27701 (PIMS) certification and full compliance with PDPA.

- **Risk Characteristic**

The implementation of the Personal Information Management System (PIMS) may be delayed or incomplete. This is due to the collection and review of related documents, such as ROPA, DPA, Consent Records, and Data Flow Mapping, which are not yet aligned with actual operations or are partially incomplete. Additionally, the complexity of coordination among internal departments has resulted in the readiness for standard certification and PDPA compliance not proceeding as planned.

- **Risk Impact**

may result in delayed enhancement of personal data protection capabilities, affecting customer confidence, regulatory risks, and organizational credibility.

- **Risk Management Measures**

1. Develop a clear roadmap for the implementation and certification of ISO/IEC 27701.
 2. Conduct a Gap Assessment and Mock Audit to ensure readiness before the actual audit.
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Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

The greenhouse gas accounting plan is a crucial strategy that focuses on establishing a comprehensive, accurate, and reliable data collection and reporting system to systematically and transparently reflect the organization's greenhouse gas emissions. This plan aims to support compliance with regulatory requirements and international standards, as well as to enhance stakeholder confidence.

Operations under this plan encompass the complete collection and recording of data in the SET CARBON system, the arrangement for data verification by authorized verifiers, and the development of an efficient and traceable data management mechanism. The plan's outcomes will enhance transparency in environmental data disclosure, align with ESG principles, and support the setting of long-term greenhouse gas reduction targets to foster organizational sustainability.

Targets

The company aims to systematically account for and report its organizational greenhouse gas emissions, covering Scope 1 and Scope 2, in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO) and the GHG Protocol. This is to enable the company to accurately, transparently, and reliably measure, verify, and disclose greenhouse gas emission data, thereby supporting long-term business operations aimed at carbon neutrality.

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

Strategic Initiative

The company implements a plan to develop a greenhouse gas data management system by collecting complete, accurate, and traceable activity data and supporting documents. It also conducts data verification by certified external auditors to confirm the accuracy and reliability of the data before disclosing the verification results through the SET Carbon system of the Stock Exchange of Thailand.

The plan aims to enhance transparency in environmental data disclosure, strengthen stakeholder confidence, and support sustainable business operations in line with ESG and Climate Action principles.

Strategic Initiative	Year	Expected Outcomes
Ensure all data and supporting documents are fully collected in the SET CARBON system.	2026	Activity data and supporting documents related to greenhouse gas emissions are fully collected as required by the SET CARBON system.
Verification of greenhouse gas data from an authorized verifier	2026	The company has received a verification report that can be used for information disclosure and reporting to regulatory agencies, such as the stock exchange or government bodies.

Risk Management

Risk 1 : Risk of incomplete data and documents for greenhouse gas reporting (SET Carbon)

- **Risk Characteristic**

The process of collecting data and supporting documents for greenhouse gas emission reporting may be incomplete or contain data errors due to the complexity of data collection from multiple entities, such as office buildings, projects, and sub-business units, as well as varying understandings among data preparers in each section.

- **Risk Impact**

Incomplete or inaccurate data may result in the company being unable to submit reports to the SET Carbon system within the specified timeframe or failing verification, which could impact the credibility of environmental management and the disclosure of ESG information to stakeholders.

- **Risk Management Measures**

1. Prepare a Checklist to coordinate with relevant agencies for collecting greenhouse gas emission data, and coordinate with external auditors to ensure data readiness and clearly define the audit timeline.
