



## JUMP+ Plan

---



## RAJTHANEE HOSPITAL PUBLIC COMPANY LIMITED

(RJH)

Year 2026 - 2028

This report was approved by the board of directors on 25/02/2026  
and disseminated on 31/03/2026

## Disclaimer

This document has been prepared by RAJTHANEE HOSPITAL PUBLIC COMPANY LIMITED ("RJH") 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
<b>Executive Summary</b>	1
<b>Section 1 Business Plan</b>	2
Target in 2028	3
Strategic Plan 1 : Capturing more SSO registered patients and increase SSO revenue	4
Strategic Plan 2 : Enhance medical services to cover more complicated cases	5
Strategic Plan 3 : Cost effectiveness	6
<b>Section 2 Governance Plan</b>	8
Enhancing the competency and performance of the board of directors	9
Enhancing anti-corruption and fraud prevention efforts	14
Enhancing internal audit quality evaluation	17



## RAJTHANEE HOSPITAL PUBLIC COMPANY LIMITED

sSET

Services / Health Care Services

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

### Business Type

The group of company operates the overnight general hospital under the name of "Rajthanee Hospital" and "Rajthanee Rojana Hospital"

Financial Statement				
Year	2025	2024	2023	2022
<b>Income Statement (MB)</b>				
Revenues	2,773.16	2,775.56	2,392.61	3,406.54
Expenses	2,389.91	2,242.43	1,840.13	2,092.59
Net Profit	295.14	493.04	419.67	1,029.23
<b>Balance Sheet (MB)</b>				
Assets	4,293.45	4,401.23	4,020.16	3,787.91
Liabilities	1,840.30	2,070.88	1,684.41	1,463.13
Shareholders' Equity	2,167.09	2,034.88	2,045.27	2,242.84
<b>Cash Flow (MB)</b>				
Operating	564.09	594.54	845.81	1,192.45
Investing	-194.73	-727.91	-691.74	-570.11
Financing	-370.24	-61.26	-56.62	-559.97
<b>Financial Ratio</b>				
EPS (Baht)	1.01	1.65	1.40	3.44
GP Margin (%)	24.39	30.72	31.10	45.10
NP Margin (%)	10.33	17.38	17.37	30.34
D/E Ratio (Times)	0.75	0.89	0.72	0.63
ROE (%)	14.05	24.17	19.57	49.03
ROA (%)	8.82	12.66	14.15	36.80

### JUMP+ Plan

#### Business Plan

##### Target in 2028

Total Revenue growth	3,500.00 million baht
Gross profit margin growth	28%-35% %

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Capturing more SSO registered patients and increase SSO revenue	✓		
2. Strategic Plan 2 : Enhance medical services to cover more complicated cases	✓	✓	
3. Strategic Plan 3 : Cost effectiveness		✓	

#### Governance Plan

1. Enhancing the competency and performance of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing internal audit quality evaluation

**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**

# Section 1 Business Plan

## Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Total Revenue growth (million baht)	2,392.60	2,775.60	2,773.20	<b>3,500.00</b>
Gross profit margin growth (%)	32%	32%	25%	<b>28%-35%</b>

### 2023-2025 : Years of Investment

Since *Rajthanee hospital company limited* went public in 2014, the company has always placed its focus on enhancing its capabilities in the existing 2 hospitals which are *Rajthanee Hospital* (In operation since 1992) and *Rajthanee Rojana Hospital* (Acquired in 201x). As a result, these 2 hospitals have grown and shown great financial results especially in their revenue that grew approximately 200% in the last 10 years.

In order to grow further and to cover more medical services, the company has decided to invest in 2 projects and as a result.

*Rajthanee Radiation Hospital* was opened in the first quarter of 2024 to provide radiation treatment for cancer patients followed by *Rajthanee Nongkhae Hospital* in the last quarter of the same year to better serve patients in Saraburi province.

Due to the investment in the aforementioned hospitals, the company saw higher investment and expenses in Year 2023-2025 while revenue grew in a slower pace. As a result, for the next 3 years, the company's business plan is to focus on its total revenue growth especially on the new hospitals to justify its investment.

### 2026-2028 : Years of Growth

In the next 3 years from 2026, the company aims to increase its medical facilities to better serve the patients both in preventative medicine and in traditional medicine. Moreover, it also plans to increase the number of SSO patients registered with the company both in Ayutthaya and Saraburi to expand its patient base. The company's total revenue must increase every year and the target for Year 2028 is to achieve at least 3,500 million baht in total revenue which is about 38% growth from 2025's result.

Apart from increasing its total revenue, placing more importance on efficiency is another focus hence having higher gross profit margin is also another target. The gross profit margin for the 2 new hospitals must drastically grow compared to Year 2024 since they will already be in full operation for the 2nd year onwards. Revenue growth should be higher than that of direct expense and gross profit margin must not be lower than 28%.

**Growth plan/Increase business value**

**Strategic Plan 1 : Capturing more SSO registered patients and increase SSO revenue**

SSO insured persons is an important factor for the company to improve and grow. Having more SSO patients to register with the company is one of the core strategies to reach its revenue target. Simply, capitation part of SSO revenue has positive correlation with the number of patients registered with the company. The higher the number, the higher the capitation reimbursement. Additionally, for other medical treatment especially the more complexed ones have higher reimbursement rate which is translated into higher revenue for the company.

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

- Growth

**Targets**

In 2026, Total SSO registered patients for the company is target to be at least 250,000 persons and to increase every year at 5% rate. Ratio between SSO revenue and non SSO revenue is targeted to be 55:45.

**• Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue From Operations (MILLION BAHT)	2,738.58	2,741.31	3000	3200	3400

**• Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Total SSO registered patients	241,990	252,000	260,000	270,000

*Remark : SSO insured persons can only choose from 3 hospitals to register with which are 1. Rajthanee Hospital 2. Rajthanee Rojana Hospital and 3. Rajthanee Nongkhae Hospital. Rajthanee Radiation Hospital is a specialised hospital in radiation treatment for cancer patients and is not open for registration.*

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Focus on online information on how to choose and register with hospital for insured persons.	2026	• SSO registered patients increased by 4% or not less than 260,000 persons
	2027	• SSO registered patients increased by 3% or not less than 275,000 persons
	2028	• SSO registered patients increased by 3% or not less than 280,000 persons
Actively going on exhibitions in various areas such as industrial estates, provincial fairs or provide support in local annual fairs	2026	• Get recognised locally among SSO insured persons and enterprise, able to attend at least 5 events.
	2027	• Attend at least 8 events
	2028	• Attend at least 10 events

**Risk Management**

**Risk 1 : Demography shift**

• **Risk Characteristic**

Both enterprises and population in the areas have freedom of movement. Companies may choose to relocate or even close its operation while working population may decide to move out of the area.

• **Risk Impact**

Macro economic factors and other reasons for relocation are not within the company's control. If the economy outlook is not positive, companies may have more incentives to move out which will negatively affect the number of SSO insured persons.

• **Risk Management Measures**

Closely monitor economic situation both in the local scale and national scale. Keep a good relationship with local companies.

**Strategic Plan 2 : Enhance medical services to cover more complicated cases**

Enhance medical services to provide more options to the patients especially in treatments that are complexed and require medical expertise

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

- Profitability & Efficiency
- Growth

**Targets**

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Operating Margin (%)	18.12	12.82	15	18	20

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Support training and development to medical staff so they are equipped with the latest medical trends and innovation and having adequate staff that are specialised in certain fields. Send medical staff for courses and seminars both in public organisations and private.	70%	70%	73%	75%

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Support and enhance training and development for medical staff especially for those medically advanced trainings, specialisation. Consequently, it will lead to less dependence on referrals to other hospitals and providing more options for patients. Nevertheless, training time must not interfere with continual work or reduce the quality of care at the hospital as a result, it must be a good balance between sending medical staff for training and adequate manpower	2026	• provide training or send medical staff for training outside for at least 70% of all medical staff
	2027	• provide training or send medical staff for external training for at least 73% of all medical staff
	2028	• provide training or send medical staff for external training for at least 75% of all medical staff

**Risk Management**

**Risk 1 : Medical staff movement post-training**

• **Risk Characteristic**

Medical staff are very highly sought after in the labour market especially specialised medical forces. They are scarced and cannot be easily replaced. One of the risks is that once staff receive training and become certified, they are able to seek employment elsewhere or migrate hence the company will not benefit from said training.

• **Risk Impact**

If the company cannot retain trained staff, the company will lose resources and unable to replace such talent within a short time. Departments or services that required specialist may not be able to continue or even operate due to lack of manpower.

• **Risk Management Measures**

Send staff to training more than what is required. If the training is costly and time consuming, rotation system may be put in place so that a group of staff can cover many areas. Moreover, incentives can be granted for staff that come back and complete work in a given period of time.

**Strategic Plan 3 : Cost effectiveness**

The largest portion of operation expense comes from medical supplies and medicine and is positively correlated to revenues. It is essential that the company procures the most efficient supplies for business continuation and assure its quality. However, the correct procure process is independent of each hospital due to their possible different needs. To better control this portion of expense, the strategy is to do group procurement.

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

- Profitability & Efficiency

**Targets**

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Costs (MILLION BAHT)	1,897.25	2,072.65	2200	2300	2450
Selling And Administrative Expenses (MILLION BAHT)	345.18	317.26	400	430	450

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
collect data on historical purchase and usage for better prediction on future use. Produce comparison tables of usage between each hospital and compile supplies that are used across the hospital for group purchase in the future.	2026	• Each hospital successfully collect and present historical data on medicine and supply usage for the year and create a data table for group comparison.
	2027	• Start group procurement and allocate supplies throughout the group. Each hospital receives adequate inventory for common supplies and still able to independent procure supplies that they are in need
	2028	• Data on supply usage and purchase history is systematically collected. Able to perform group purchase of not less than 70% of all necessary supplies and each hospital still has adequate inventory for operations.

**Risk Management**

**Risk 1 :** Some supplies may become scared and unable to procure in time

• **Risk Characteristic**

Some medical supplies require longer time to fulfill. Should there be external factors that affect delivery, it might affect hospital operations.

• **Risk Impact**

If there is some scarcity in medical supplies and on-time delivery cannot be confirmed, it might affect hospital operations and in turn affect the patients or preparation in hospital businesses

• **Risk Management Measures**

Create group inventory list for internal company borrowing of medical supplies. Set a minimum value for each hospital inventory and minimum value for group inventory for better monitoring

## **Section 2**

### **Governance Plan**

## Section 2 Governance Plan

### Board Structure and Qualifications

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

The plan to enhance the capabilities and performance of directors focuses on skill development (Skill Matrix), including: orientation for new directors; sending them to training courses beneficial to individual and organizational development; and continuing education courses from institutions such as the IOD and the SEC (Securities and Exchange Commission) to keep pace with changes in business and regulations. It also promotes regular self-performance/board performance evaluations and succession planning to foster good corporate governance.

#### Targets

The company board has enhanced the capabilities and effectiveness of its directors in performing their duties, possessing skills comprehensively as specified in the Board Skills Matrix. They are able to fulfill their responsibilities to their full potential and with high quality, resulting in a performance evaluation score of at least 95% for both the board and individual directors in terms of competence and effectiveness by the end of 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	In Progress	In Progress	In Progress	Success
Defining the qualifications of the directors to be recruited should align with the company's strategy and business.	-	Success - Key points reviewed: Criteria for selecting directors that promote skills, experience, and knowledge in relevant business and industry, aligned with the company's current and future business strategies.	Success - Key points reviewed: Criteria for selecting directors that promote skills, experience, and knowledge in relevant business and industry, aligned with the company's current and future business strategies.	Success - Key points reviewed: Criteria for selecting directors that promote skills, experience, and knowledge in relevant business and industry, aligned with the company's current and future business strategies.

Topic	Current Status	Targets		
		2026	2027	2028
Establishing a policy to limit the number of directors in listed companies they can serve.	-	In progress: Policy setting Limiting the number of listed companies in which each director can hold a directorship, to no more than 3 companies, without exception	In progress: Policy setting Limiting the number of listed companies in which each director can hold a directorship, to no more than 3 companies, without exception	Success :There is a policy to limit the number of registered companies in which each director can hold a directorship to no more than 3 companies, without exceptions, and this policy is clearly announced and enforced.
The committee is responsible for appointing the Corporate Governance Committee and the Sustainability Committee.	-	In progress: Considering the appointment of at least one Corporate Governance Committee and a Sustainability Committee.	In progress: Considering the appointment of at least one Corporate Governance Committee and a Sustainability Committee.	Success
Encouraging board members to continuously develop their knowledge.	-	In progress : Ensuring that more than three-quarters of the board members receive training in knowledge related to their roles and responsibilities at least once a year.	In progress : Ensuring that more than three-quarters of the board members receive training in knowledge related to their roles and responsibilities at least once a year.	Success : -Disclosure of Orientation Details When a new board member arrives. - All board members receive professional development related to the duties of the board at least once a year.

**Strategic Initiative**

To enhance the effectiveness of the company's corporate governance in accordance with good corporate governance principles and to build confidence among shareholders, investors, and all stakeholders, the company has established a strategic plan to develop and improve the performance of the board of directors, ensuring their independence, transparency, and high competence in governing the company for sustainable growth.

The key approaches to implementation include promoting systematic performance evaluations for boards of directors, limiting the number of positions held across multiple companies to maintain their readiness and independence in decision-making, and encouraging boards to acquire up-to-date knowledge and skills in response to changing business environments. Furthermore, the assessment of board performance based on responsibilities should integrate impartial external evaluations with internal capacity building to ensure that all board decisions are based on knowledge, responsibility, and the highest degree of independence.

Strategic Initiative	Year	Expected Outcomes
Hiring external consultants to define guidelines and make recommendations for evaluating the performance of the committee.	2026	<ul style="list-style-type: none"> <li>Consideration should be given to appointing external consultants with expertise in evaluating the board's performance.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Consideration should be given to appointing external consultants with expertise in evaluating the board's performance.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>External consultants were hired.</li> <li>The report includes an analysis of approaches and recommendations for evaluating the committee's performance.</li> <li>The effectiveness of the board in fulfilling its responsibilities has increased.</li> </ul>
Establishing a policy to limit the number of listed companies in which a director may hold a position.	2026	<ul style="list-style-type: none"> <li>Considering a policy to limit the number of directors in listed companies who can hold positions.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Considering a policy to limit the number of directors in listed companies who can hold positions.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>There is a policy to limit the number of directors in listed companies who can hold positions and be approved by the board of directors.</li> <li>No director holds positions in more than three other listed companies.</li> </ul>
Appointment of the Corporate Governance Committee and the Sustainability Committee.	2026	<ul style="list-style-type: none"> <li>Consideration of appointing a Corporate Governance Committee and/or a Sustainability Committee.</li> <li>Establish a charter for the committee that specifies its scope of authority and responsibilities, as well as its composition and qualifications.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Consideration of appointing a Corporate Governance Committee and/or a Sustainability Committee.</li> <li>There is a charter of the committee.</li> <li>Member recruitment and selection.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>The formal appointment will be made by the Nomination Committee, which will consider and select qualified individuals and propose their names to the company board.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
Budgeting and developing individual board member development plans (IDPs).	2026	<ul style="list-style-type: none"> <li>The company board approved and appointed the Corporate Governance Committee and the Sustainability Committee.</li> <li>The list of names, composition, powers and duties, and terms of office are disclosed One Report 56-1 and on the website.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>A plan was developed and implemented, and all committee members received professional development tailored to the skills gaps.</li> <li>A plan was developed and implemented, and all committee members received professional development tailored to the skills gaps.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>The plan went as expected, and all board members received development that addressed the skills gaps.</li> <li>More than three-quarters of the board members have completed at least one training course in the past year.</li> <li>The board of directors has increased capacity to fulfill its responsibilities.</li> </ul>

**Risk Management**

**Risk 1 : Strategic Risk**

**• Risk Characteristic**

The board of directors made a mistake in setting the direction, was too rigid in their own ideas, or failed to conduct a complete risk analysis.

**• Risk Impact**

1. The organization fails to achieve its strategic goals : Faulty assumptions or incomplete analysis lead to business direction that is out of sync with the changing environment.
2. Potential financial damage and decreased efficiency : Unmanaged risks can result in inflated costs or project failures.
3. Crisis of confidence : Lack of good governance and inadequate internal controls leads to erroneous decision-making.
4. Project failure: Incomplete risk identification prevents the development of timely risk response plans.

**• Risk Management Measures**

The committee should have an integrated risk management process, continuous monitoring, and use sufficient data for decision-making to increase transparency.

**Risk 2 : Operational Risk**

**• Risk Characteristic**

The lack of impartiality of consultants: Hired consultants may lack impartiality or understanding of the specific context and culture of the company, resulting in advice that is not practically implementable.

**• Risk Impact**

1. Waste of budget without benefit.
2. Evaluation results do not reflect reality, leading to flawed board improvements.

- **Risk Management Measures**

1. Rigorous selection process: Strict criteria are established for selecting consultants, emphasizing independence and experience in similar industries.
2. Clearly defined scope of work: The scope of authority, responsibilities, qualifications, and measurable goals of the consultant are clearly defined.
3. Selection of professional consultants: Consideration is given to the history, experience, and databases of consultants certified by regulatory agencies.

**Risk 3** : Risks related to personnel and inadequate governance.

- **Risk Characteristic**

The loss of quality directors stems from highly capable directors holding positions in multiple companies potentially resigning to avoid exceeding the policy-defined limit on the number of positions held in listed companies. A lack of understanding of roles and responsibilities, inadequate Enterprise Risk Management (ERM), and lax audit structures result in companies lacking direction, being susceptible to fraud, inefficient operations, and legal litigation.

- **Risk Impact**

1. Loss of highly skilled and key directors responsible for governance.
2. The need for time and resources to recruit and replace them.
3. Directors lacking knowledge and understanding of their responsibilities, making it difficult to effectively direct or oversee management.
4. Lack of understanding of Enterprise Risk Management (ERM) processes, resulting in incomplete identification of significant risks, and a lack of appropriate risk reduction measures.
5. Inadequate internal controls, creating opportunities for internal corruption.

- **Risk Management Measures**

1. Individual consideration: The Nomination Committee will consider exceptions on a case-by-case basis, taking into account "time dedicated" and transparency in disclosure.
  2. Consultation with the SEC and SET: To seek advice from regulatory agencies in advance to ensure that information disclosure aligns with the expectations of regulatory agencies and stakeholders.
  3. Enhancement of directors' knowledge: Training and understanding of the roles, duties, and responsibilities according to good corporate governance (CG) principles.
  4. Establishment of sub-committees: To oversee, monitor, and regularly review risks.
-

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

The Group of Companies is committed to conducting business with transparency and recognizes the importance of combating all forms of fraud and corruption. Coupled with social responsibility under the principles of good corporate governance, the Company has established an anti-corruption policy and guidelines for the directors, executives, and employees of the Group to be aware of and adhere to. These policies and guidelines are also communicated to business partners, stakeholders, and relevant parties to request their cooperation in supporting and promoting the fight against fraud and corruption in accordance with the company's policy.

The policy and guidelines must be approved by the Company's Board of Directors, monitored and evaluated annually, and reviewed annually to ensure they remain appropriate and effective in preventing fraud and corruption.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	Success
<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>	Not Started	In Progress	Success	Success
<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>	Not Started	Success	Success	Success
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	-	Not Started	In Progress	Success

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
<p>Monitor and evaluate compliance with anti-corruption policies and practices, and report the results of internal audits to the company board at least once a year. In cases where wrongdoing is discovered, clear corrective actions and measures to prevent recurrence must be identified.</p>	2026	<ul style="list-style-type: none"> <li>Internal auditors plan and design the internal audit process, referencing audit guidelines from anti-corruption policies and practices for high-risk processes, as follows: 1) Sales and service systems; 2) Procurement processes; 3) Financial and accounting processes; 4) Human resource management; 5) Warehouse systems;6) Information Systems.</li> <li>Submit the audit plan for 2027 to the audit committee for approval.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Conduct an internal audit in accordance with the approved audit plan, and summarize the audit findings and report them to the Audit Committee and the Board of Directors, along with proposed corrective actions.</li> <li>Review the audit plan for 2028 and submit it to the Audit Committee for approval.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Conduct an internal audit in accordance with the approved audit plan, and summarize the audit findings and report them to the Audit Committee and the Board of Directors, along with proposed corrective actions.</li> </ul>
<p>Review the anti-corruption policies and practices to the company board of directors at least once a year.</p>	2026	<ul style="list-style-type: none"> <li>Review the anti-corruption policies and practices and submit them to the company board.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Review the anti-corruption policies and practices and submit them to the company board.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Review the anti-corruption policies and practices and submit them to the company board.</li> </ul>
<p>Received CAC certification from the Thai Institute of Directors Association (Thai IOD).</p>	2026	<ul style="list-style-type: none"> <li>Declaration of intent to join the CAC.</li> <li>Establish a working group to be responsible for the project.</li> <li>Assess the organization's initial readiness.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Develop policies and submit them to the relevant authorities for approval, including improving processes,in accordance with the 71-item evaluation model.</li> <li>Implement the policy and communicate it to all employees.</li> <li>Gather the documents to prepare for applying for the certification.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Submit documents to apply for certification.</li> <li>Certified by the Thai Institute of Directors (Thai IOD).</li> </ul>
<p>Require key business partners who do direct business with the company (Critical Tier 1) to have anti-corruption and anti-bribery policies in place, and to monitor and evaluate their compliance with these policies.</p>	2027	<ul style="list-style-type: none"> <li>Require key business partners who do direct business with the company (Critical Tier 1) to have anti-corruption and anti-bribery policies in place, and to monitor and evaluate their compliance with these policies.</li> <li>Establish a risk assessment process and verify the qualifications of trading partners to ensure they have anti-corruption policies that meet the company's criteria.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> <li>At least 90% of the company's key business partners (Critical Tier 1) who do business directly with the company have been assessed and confirmed to have anti-corruption policies and practices that comply with the company's criteria.</li> </ul>

**Risk Management**

**Risk 1 :** A lack of knowledge and understanding in preparing documents and following the procedures for obtaining certification.

• **Risk Characteristic**

The working group lacked knowledge and understanding of the process and documentation required for obtaining certification, and also did not receive cooperation from the relevant individuals.

• **Risk Impact**

1. The certification process is slow and unnecessarily resource-intensive (personnel, time, budget).
2. The company may not receive the expected certification, potentially negatively impacting its image and credibility.

• **Risk Management Measures**

1. The working group will receive training from relevant agencies to enhance their knowledge and understanding of the CAC certification process.
2. Management will communicate the certification plan to all levels of staff to ensure cooperation and understanding of the process.
3. The working group will regularly monitor the progress of the certification process with the assigned person on a monthly basis.
4. If the certification process is complex and the working group lacks sufficient experience, consider hiring a consultant to provide advice, verify the accuracy and completeness of documents, and review the entire process before submitting the certification application.

**Risk 2 :** Unclear or incomplete communication and public relations.

• **Risk Characteristic**

Lack of communication, or unclear or incomplete communication about the plan to all employees at all levels and external stakeholders, can lead to misunderstandings in practice.

• **Risk Impact**

Employees may not cooperate or may misunderstand the situation, leading to incorrect practices and potentially having a negative impact at the organizational level.

• **Risk Management Measures**

1. Conduct training and assessments on the anti-corruption plan for all employees, and incorporate it as a training topic for new employees.
2. Develop a comprehensive operational manual on anti-corruption guidelines and disseminate it within the workplace or through internal company media.
3. Encourage questions and feedback (two-way communication).
4. Senior management emphasizes and supports this plan to build credibility and encourage employee compliance.

5. Prepare a policy summary document and send it to business partners and external stakeholders to build confidence in transparent business dealings.
6. Conduct relevant internal audits.

## Governance of Risk and Management Compliance

### Enhancing internal audit quality evaluation

Developing internal audit systems and mechanisms to align with international internal audit standards supports the company's vision of being an organization with good governance, transparency, and effective risk management. The aim is to enhance the internal audit system by integrating Dashboard technology, Data Analytics, and AI to increase accuracy, speed, and transform auditing into a proactive approach to support future business growth.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
An independent external organization is appointed to evaluate the quality of internal audit activities in comparison with the updated international standards for internal auditing.	Complete	-	-	-
Implement internal audit technology to enhance the efficiency of annual audit planning, audit project management, tracking and managing audit findings, summarizing audit results, and storing audit data.	-	In Progress	In Progress	Success

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Applying technology to internal audit work.	2027	• Find and apply relevant technologies to improve accuracy and speed in operations, such as Data Analytics and AI.
	2028	• Find and apply relevant technologies to improve accuracy and speed in operations, such as Data Analytics and AI.

#### Risk Management

**Risk 1 :** Risks related to data accuracy and quality.

- **Risk Characteristic**

Inaccurate or incomplete data entered into the system may lead to incorrect verification results and unwarranted alerts.

- **Risk Impact**

1. Audit teams spend significant time and effort verifying and confirming false alarms that are not actually occurring, leading to decreased overall efficiency.
2. Incomplete data may cause the system to overlook actual irregularities or fraud, creating loopholes in internal controls.
3. Reports containing inaccurate data will lead to incorrect strategic decisions and undermine management's trust in this new auditing system, resulting in a loss of business credibility and operational disruptions.

- **Risk Management Measures**

1. Establish a data governance policy in collaboration with IT and data owners to define standards for data accuracy, completeness, and format from the outset.
  2. Implement data validation rules and data cleansing during data input to filter out substandard data before it enters the data analysis system.
  3. Regularly test and fine-tune AI/Logic system parameters to minimize unnecessary abnormal alerts based on real-world conditions.
  4. Conduct expert review.
-