



JUMP+ Plan



SEI MEDICAL PUBLIC CO., LTD.

(SEI)

Year 2026 - 2028

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and disseminated on 10/03/2026

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Consumer Products

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

Business Type

Distributor of medical devices, disposable medical devices, and scientific devices

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	452.80	447.40	394.41	N/A
Expenses	392.17	378.77	363.63	N/A
Net Profit	46.50	52.23	21.87	N/A
Balance Sheet (MB)				
Assets	514.99	461.10	302.43	N/A
Liabilities	202.98	179.41	223.20	N/A
Shareholders' Equity	312.01	281.70	79.23	N/A
Cash Flow (MB)				
Operating	71.03	53.24	-15.52	N/A
Investing	-51.98	-10.19	-8.75	N/A
Financing	-16.63	122.67	-1.77	N/A
Financial Ratio				
EPS (Baht)	0.27	0.39	0.20	N/A
GP Margin (%)	34.99	35.06	29.55	N/A
NP Margin (%)	10.27	11.67	5.55	N/A
D/E Ratio (Times)	0.65	0.64	2.82	N/A
ROE (%)	15.66	28.94	27.60	N/A
ROA (%)	12.42	17.98	10.18	N/A

JUMP+ Plan

Business Plan

Target in 2028

Net Profit **92.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Integrated Medical Business Growth Strategy	✓		

Governance Plan

1. Ensuring the independence of the board of directors
2. Increasing the diversity of the board of directors
3. Enhancing anti-corruption and fraud prevention efforts

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2022	YE/2023	YE/2024	Target in 2028
Net Profit (Million Baht)	-	21.87	52.23	92.00

From a medical device perspective, the SEI Medical Public Company Limited 's growth strategy emphasizes the expansion of new medical technologies alongside continuous innovation within its existing business units. The objective is to strengthen the integrated value of the core medical device business and to upgrade equipment performance to meet international standards for safety, quality, and clinical effectiveness

The company also plans to extend into new, related healthcare segments that leverage its existing technological and operational strengths. In parallel, it has adopted new business models in the medical device market, including hire-purchase programs, equipment leasing, reagent- and consumable-based distribution models (without upfront equipment costs), and enhanced after-sales and service solutions. These initiatives aim to build long-term partnerships with healthcare providers and users.

The company targets sustainable growth, with a net profit of no less than THB 92 million by 2028.

Growth plan/Increase business value

Strategic Plan : Integrated Medical Business Growth Strategy

The Company aims to implement an integrated growth strategy in the medical device business by focusing on three key pillars: product expansion, customer base expansion, and service revenue development. This approach is designed to diversify revenue sources and enhance long-term business stability.

On the product side, the Company plans to strengthen its existing product portfolio while continuously identifying and introducing new medical technologies and innovations that align with market trends and the evolving needs of healthcare providers. This will support the Company’s capability to deliver comprehensive medical solutions.

In terms of market expansion, the Company intends to broaden its customer base beyond existing hospital clients to include a wider range of healthcare providers, particularly specialized clinics. This strategy will enable the Company to capture opportunities in growing healthcare segments and expand its market presence.

At the same time, the Company will further develop service-based offerings, including after-sales services, equipment maintenance, and medical equipment rental models. These initiatives are intended to generate recurring income while strengthening long-term relationships with customers.

Through the implementation of this strategy, the Company aims to support sustainable business growth and strengthen its position as a comprehensive medical technology solution provider.

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

- Growth

Targets

• Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	13.44	1.20	>20%	>18%	>16%
Net Profit Growth (%) YoY Growth Rate	144.26	-10.97	>30%	>26%	>22%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Growth expansion strategy through new products and product lines.	2026	<ul style="list-style-type: none"> • Establishing the Foundation and Initiating Market Expansion 1. Conduct market research and analysis of trends in the medical device industry, including the evolving needs and purchasing behavior of healthcare providers, in order to identify and select new products with strong long-term growth potential. 2. Strengthen the existing product portfolio by expanding into related product categories, such as consumables and complementary accessories, to support the utilization of core medical equipment and enhance the company’s capability to deliver integrated medical solutions. 3. Proactively source and evaluate innovative medical technologies that align with industry trends and respond to market demand, with the objective of creating differentiation and strengthening the company’s competitive advantage. 4. Expand the company’s product portfolio into new business segments with strong growth potential. In 2026, the company will prioritize the introduction of Medical Imaging Solutions and Urology Solutions, which align with increasing demand for advanced diagnostic and specialized treatment technologies. These segments are further supported by the adoption of modern technologies, including artificial intelligence applications, as well as macro trends such as an aging population and the growing demand for treatments that reduce recovery time. 5. Identify and establish partnerships with reputable medical device manufacturers and business partners that meet international standards and certifications in order to strengthen the product portfolio and enhance market credibility. 6. Develop the capabilities of the sales and technical teams by enhancing their knowledge and expertise in newly introduced products, enabling them to effectively support market expansion and provide professional technical consultation to customers. 7. Introduce new products to existing hospital clients in order to increase cross-selling opportunities and expand existing projects, while also extending market reach to new customer segments such as specialized hospitals, aesthetic clinics, and

Strategic Initiative	Year	Expected Outcomes
		<p>wellness centers. 8. Establish the foundation for transitioning the company’s business model from a Product Distributor to a Medical Solution Provider, focusing on integrating medical equipment, accessories, consumables, and services to deliver greater value to healthcare providers.</p>
	2027	<ul style="list-style-type: none"> Accelerating Market Expansion and Increasing Revenue Contribution from New Product Segments <ol style="list-style-type: none"> Expand the market coverage of newly introduced product segments, particularly Medical Imaging Solutions and Urology Solutions, to a broader range of hospitals and specialized healthcare facilities, with the objective of increasing the revenue contribution from these new product categories that were initially established in the previous phase. Enhance the diversity of the existing product portfolio by introducing related products such as consumables, accessories, and complementary equipment that support the utilization of core medical devices, thereby strengthening the company’s capability to deliver comprehensive Medical Solutions and generate recurring revenue from product usage. Continue sourcing and evaluating additional innovative medical technologies and product categories with strong growth potential in order to further strengthen the company’s product portfolio and create new market expansion opportunities. Expand the customer base within specialized healthcare segments, including specialty clinics, diagnostic centers, and aesthetic clinics, while implementing proactive marketing initiatives such as academic seminars, product demonstrations, and the establishment of reference sites to enhance customer confidence in the company’s products and solutions. Strengthen strategic collaborations with business partners and medical device manufacturers to support the commercialization and expansion of new product segments. Increase the number of medical equipment projects within the new product categories while further developing solution-based sales strategies that integrate medical devices, accessories, consumables, and services to enhance project value and drive continued revenue growth. Continuously develop the capabilities of the sales and technical teams to ensure they can effectively present integrated medical solutions and support the company’s ongoing market expansion.
	2028	<ul style="list-style-type: none"> Integrating Solutions and Driving Full-Scale Growth <ol style="list-style-type: none"> Expand additional new product segments by building upon the business areas developed in previous years, while continuously sourcing innovative medical technologies and exploring new product categories to support the company’s long-term growth opportunities. Develop and deliver Integrated Medical Solutions that combine medical devices, complementary equipment, consumables, and services into comprehensive offerings, thereby creating greater value for healthcare providers and supporting further growth in revenue from new product segments. Optimize the company’s product portfolio by prioritizing product categories with high growth potential and

Strategic Initiative	Year	Expected Outcomes
		<p>strong profit margins, while ensuring effective portfolio management in alignment with industry trends and market demand. 4. Strengthen long-term relationships with customers through comprehensive after-sales services, technical support, and lifecycle product management (Lifecycle Support), in order to increase opportunities for repeat sales and project expansion. 5. Enhance the capabilities of the sales and technical teams to enable them to act as solution consultants, providing integrated technical advisory services and supporting the operational needs of healthcare providers. 6. Drive revenue from new product segments to become a key contributor to the company's overall growth, while supporting the company's transition toward becoming a comprehensive Medical Solution Provider in the long term</p>
<p>Business Plan for Expanding the Customer Base to New Customer Segments</p>	<p>2026</p> <p>2027</p> <p>2028</p>	<ul style="list-style-type: none"> Initial Expansion into the Specialized Clinic Market In 2026, the Company plans to initiate its expansion into the body contouring and aesthetic clinic market, with a focus on establishing strategic clinic partnerships and developing reference sites to build confidence in the Company's technologies and solutions. Key initiatives include: 1. Conducting market research and analysis of the specialized clinic and aesthetic clinic sectors to identify high-potential target customers 2. Selecting clinics led by experienced medical specialists to develop Reference Sites for demonstrating the Company's technologies and equipment 3. Establishing partnerships with selected clinics to support the practical implementation of the Company's technologies 4. Organizing product demonstrations and educational activities for physicians and medical professionals 5. Developing case studies and treatment outcomes from reference sites to strengthen product credibility and market confidence Expanding the network of partner clinics or hospitals to approximately 15 sites Expanding the Partner Network and Increasing Market Awareness In 2027, the Company plans to further expand its presence in the specialized clinic market by increasing the number of clinics utilizing its technologies and strengthening brand recognition within the industry. Key initiatives include: 1. Expanding the installation of body contouring technologies in specialized clinics or hospitals located in high-potential markets 2. Increasing the number of partner clinics or hospitals and reference sites to support product demonstrations and knowledge sharing 3. Organizing training programs and academic seminars for physicians and clinic operators 4. Supporting partner clinics in utilizing the Company's technologies to generate additional clinical and business case studies 5. Implementing targeted marketing activities to enhance brand awareness in the specialized clinic market 6. Expanding the partner network to approximately 30 clinics or hospitals Strengthening the Customer Network and Driving Market Growth In 2028, the Company plans to further expand its network of specialized clinics and strengthen long-term relationships with

Strategic Initiative	Year	Expected Outcomes
		<p>partner clinics in order to support sustainable growth and broader adoption of the Company’s technologies. Key initiatives include: 1. Expanding the customer network across additional high-potential regions through clinics and hospitals 2. Increasing the number of partner clinics or hospitals and physicians utilizing the Company’s technologies 3. Organizing academic activities, training programs, and knowledge-sharing sessions among physicians using the Company’s technologies 4. Developing partnership programs with clinics and hospitals to support mutual business growth 5. Strengthening long-term customer relationships through technical support and after-sales services 6. Expanding the partner network to approximately 45 clinics or hospitals</p>
Service Revenue & Recurring Income	2026	<ul style="list-style-type: none"> Enhance and expand medical equipment rental services to include a wider range of options, such as short-term rental, medium-term rental, long-term rental, and leasing models, in order to accommodate the diverse operational needs of hospitals and clinics. 1. Improve the rental equipment management system and asset utilization monitoring, ensuring efficient management of the Company’s equipment portfolio. 2. Expand Preventive Maintenance services for existing customers to cover a broader range of installed medical equipment. 3. Develop and strengthen after-sales service and maintenance standards to ensure consistent and high-quality service delivery.
	2027	<ul style="list-style-type: none"> Expand equipment rental and leasing solutions to support larger hospital projects and networks of specialized clinics that require long-term equipment utilization. 1. Develop and offer comprehensive service packages for hospitals and clinics, covering preventive maintenance and equipment support services. 2. Implement improved Service Contract Management systems and service monitoring processes to enhance operational efficiency. 3. Increase service capacity by optimizing the utilization of the Company’s existing service engineers and support teams to accommodate the growing service demand.
	2028	<ul style="list-style-type: none"> Further expand equipment rental and leasing solutions to serve customers across all business segments of the Company. 1. Develop long-term equipment care service packages, including maintenance, technical support, and lifecycle equipment management. 2. Enhance after-sales service systems to improve customer satisfaction and strengthen service reliability. 3. Optimize the utilization of existing service resources to achieve economies of scale as the installed equipment base continues to grow. 4. Strengthen long-term customer relationships to increase opportunities for service contract renewals and expanded service engagement in the future.

Risk Management

Risk 1 : Risk Related to Market Acceptance of New Products

- **Risk Characteristic**

New medical technologies or products may require a certain period of time to build confidence and gain acceptance among physicians, specialists, and healthcare institutions before they are widely adopted in clinical practice.

- **Risk Impact**

The expansion of the market and sales of new products may occur more slowly than anticipated, which could affect the Company's short-term revenue growth plans.

- **Risk Management Measures**

The Company establishes reference sites and develops real-world case studies, as well as organizes training sessions, seminars, and product demonstrations to enhance users' confidence and promote broader adoption of the products.

Risk 2 : Risk Associated with Expansion into Specialized Clinics

- **Risk Characteristic**

The market structure of specialized clinics consists of a large number of operators with varying business sizes. As a result, expanding the customer base may require time to establish networks and build relationships with medical professionals.

- **Risk Impact**

The expansion of the customer network and the increase in the number of technology users may occur gradually.

- **Risk Management Measures**

The Company carefully selects clinics with specialized physicians to develop them as reference sites and to establish a network of physicians who utilize the Company's technologies.

Risk 3 : Risk from Dependence on Manufacturers and Business Partners

- **Risk Characteristic**

The procurement of products, technologies, and technical expertise depends on manufacturers and business partners, whose commercial terms or product delivery timelines may change from time to time.

- **Risk Impact**

Such changes may affect the continuity of product distribution, customer services, and the Company's future business expansion.

- **Risk Management Measures**

The Company selects partners that meet international standards and establishes long-term business collaborations. In addition, the Company diversifies its product sources to reduce dependence on a single supplier.

Risk 4 : Regulatory and Medical Device Registration Risk

- **Risk Characteristic**

The importation and distribution of medical devices are subject to regulatory approval and registration processes with relevant authorities, such as the Thai Food and Drug Administration (FDA). These processes require extensive technical documentation and compliance with various regulatory standards.

- **Risk Impact**

Delays in the regulatory approval process may result in postponements in launching new products to the market, which could affect the Company's product launch plans and projected revenue.

- **Risk Management Measures**

The Company plans product registration processes in advance and works closely with overseas manufacturers to ensure that all required documentation and technical information are properly prepared and submitted in a timely manner.

Risk 5 : Risk from the Expansion of Service Models and After-Sales Services

- **Risk Characteristic**

The expansion of services, such as equipment rental, maintenance, and after-sales support, may increase the workload of the Company's service team.

- **Risk Impact**

If resources are not managed appropriately, it may affect the efficiency and quality of services provided to customers.

- **Risk Management Measures**

The Company develops service management systems and enhances the efficiency of utilizing the existing service team's resources to ensure effective service delivery.

Risk 6 : Risk Related to Personnel and Specialized Expertise

- **Risk Characteristic**

The expansion of new products may require personnel with specialized knowledge and technical skills, which may involve areas of expertise that the organization has limited prior experience in.

- **Risk Impact**

If the Company is unable to recruit or develop sufficient qualified personnel, it may affect the efficiency of service delivery and the provision of technical support to customers.

- **Risk Management Measures**

The Company implements personnel capability development plans, including training and knowledge enhancement programs, as well as recruiting specialized experts to support business operations.

Risk 7 : Risk from Price Competition

- **Risk Characteristic**

In the medical device market, there may be lower-priced products with characteristics similar to those of original manufacturer products, which may lead to price-based competition.

- **Risk Impact**

Price competition may affect the Company's profit margins and may lead some customers to make purchasing decisions primarily based on price considerations.

- **Risk Management Measures**

The Company focuses on differentiating its products by emphasizing quality, advanced technology, and recognized standards. In addition, the Company enhances after-sales services to create added value for customers.

Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

The Company places significant importance on maintaining the independence of the Board of Directors, particularly the Independent Directors, in order to ensure effective, transparent, and fair corporate governance in accordance with the principles of Good Corporate Governance. The Company has established policies and guidelines to promote and preserve the independence of the Board as follows: The Company has defined the qualifications of Independent Directors in compliance with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. Independent Directors must not have any business, financial, or other relationships with the Company, its subsidiaries, management, or major shareholders that may impair their independent judgment. The Company conducts an annual review of the qualifications and independence of the directors and discloses relevant information regarding Independent Directors transparently in the annual report and other related documents. In addition, the Company promotes the participation of Independent Directors in key sub-committees, such as the Audit Committee and the Corporate Governance Committee, in order to strengthen the corporate governance framework.

Targets

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

Strategic Initiative

The Chairman of the Board, in his/her capacity as an Independent Director, aims to oversee the Company’s operations in accordance with good corporate governance principles, ensuring transparency, fairness, and accountability to shareholders and all stakeholders. The Chairman emphasizes the performance of duties with independence, impartiality, and freedom from conflicts of interest, in order to support the Company’s sustainable and stable growth over the long term.

Strategic Initiative	Year	Expected Outcomes
The preparation and enhancement of the Board performance evaluation framework to comprehensively cover issues relating to directors’ independence and the Board’s oversight role over management.	2026	<ul style="list-style-type: none"> Directors have an enhanced understanding of their roles, duties, and scope of responsibilities. The Board is able to express opinions and provide recommendations to management with greater independence and due consideration.
	2027	<ul style="list-style-type: none"> The working relationship between the Board of Directors and management is conducted in a constructive and transparent manner, based on appropriate checks and balances.
	2028	<ul style="list-style-type: none"> The performance evaluation system is implemented on a consistent and standardized basis, in alignment with good corporate governance principles and appropriate best practices.

Risk Management

Risk 1 : The Company recognizes that the independence of the Board of Directors is a critical factor in effective corporate governance and directly impacts investor confidence. Accordingly, the Company has established risk management processes to identify, assess, and monitor risks arising from potential conflicts of interest or relationships that may affect directors' independence on an ongoing basis. The Company has implemented reporting and oversight mechanisms through the Board of Directors and the Audit Committee to ensure that operations are conducted transparently and in compliance with applicable laws and corporate governance principles.

- **Risk Characteristic**

The Company may face the risk that certain directors are not fully independent due to business relationships, shareholdings, or other forms of involvement with the Company, management, or major shareholders. Such circumstances may result in the Board's decisions lacking objectivity and impartiality.

- **Risk Impact**

The Company may face the risk that certain directors are not fully independent due to business relationships, shareholdings, or other forms of involvement with the Company, management, or major shareholders. Such circumstances may result in the Board's decisions lacking objectivity and impartiality.

- **Risk Management Measures**

To prevent and mitigate the aforementioned risks, the Company has implemented the following measures: Establishing clear policies on the qualifications and independence of Independent Directors in accordance with regulatory requirements Requiring directors to disclose any conflicts of interest or relationships that may give rise to potential conflicts Mandating that directors with vested interests in any agenda item abstain from voting and participating in related deliberations

Increasing the diversity of the board of directors

The Company recognizes the importance of diversity within the Board of Directors, encompassing gender, age, professional background, expertise, and diverse perspectives, in order to enhance corporate governance effectiveness and strategic decision-making. Accordingly, the Company has established a strategic plan to promote board diversity with the objective of achieving a balanced board composition that reflects the evolving business environment. The Company considers candidates with diverse professional backgrounds, including finance, medical services, technology, risk management, and legal expertise, while promoting gender equality and equal opportunities for qualified individuals. This approach aims to enable the Board to deliberate comprehensively and make well-informed decisions in the best interests of the Company and its shareholders.

Targets

The Company aims to enhance the diversity of its Board of Directors in order to strengthen the effectiveness of corporate governance and strategic decision-making. In this regard, the Company takes into account diversity in terms of qualifications, skills, experience, professional expertise, perspectives, and backgrounds, which enables the Board to consider matters in a comprehensive and independent manner and to respond appropriately to an evolving business environment. The Company is committed to promoting a balanced and appropriate Board structure in line with good corporate governance principles. Enhancing Board diversity supports effective checks and balances, mitigates the risk of decisions being made from a limited range of perspectives, and contributes to the Company's stable and sustainable long-term growth.

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.	Not Started	-	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Company has a plan to enhance the diversity of the Board of Directors by taking into account differences in qualifications, knowledge, skills, experience, expertise, gender, and perspectives, in order to promote effective corporate governance and strategic decision-making in line with good corporate governance principles and to support the Company's sustainable growth. The Company will monitor and appropriately disclose the progress of such implementation.	2026	<ul style="list-style-type: none"> Review the Board structure.
	2027	<ul style="list-style-type: none"> Integrate diversity criteria as part of the process for the recruitment and appointment of directors.
	2028	<ul style="list-style-type: none"> Recruit and appoint directors with diverse qualifications and backgrounds in alignment with the established plans and objectives.

Risk Management

Risk 1 : The Company has integrated board diversity considerations into its enterprise risk management framework by identifying, assessing, and continuously monitoring risks arising from an insufficiently diverse board composition, thereby ensuring long-term effectiveness in corporate governance.

- **Risk Characteristic**

The Company was unable to recruit and appoint female directors in accordance with the prescribed proportion and within the specified timeframe.

- **Risk Impact**

The Company's inability to recruit and appoint female directors in accordance with the prescribed proportion and within the established timeframe may result in the Board structure lacking appropriate diversity. This may limit the range of perspectives considered in the Board's deliberations and strategic decision-making, as well as reduce the effectiveness of the checks and balances in the Company's corporate governance framework.

- **Risk Management Measures**

To establish a plan to develop the capabilities of female executives to ensure their readiness for appointment as directors.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company has established a comprehensive strategic plan to enhance its anti-corruption and anti-bribery framework in order to strengthen good corporate governance and foster a corporate culture based on integrity, transparency, and accountability at all levels of the organization. The plan aims to prevent, mitigate, and manage corruption-related risks arising from the Company's business operations. This strategic plan encompasses the formulation of clear policies and procedures, continuous communication and awareness programs for the Board of Directors, management, and employees, as well as the development of effective internal control and audit mechanisms. In addition, the Company has implemented secure and confidential whistleblowing channels to encourage the reporting of any suspected misconduct or unethical practices. Furthermore, the Company regularly monitors, evaluates, and reviews its anti-corruption measures to ensure compliance with applicable laws, principles of good corporate governance, and internationally recognized standards. These efforts are intended to enhance stakeholder confidence and support the Company's sustainable growth in the long term.

Targets

To enhance Board diversity by considering differences in qualifications, skills, experience, expertise, and perspectives, in order to strengthen the effectiveness of corporate governance, the system of checks and balances, and strategic decision-making in line with good corporate governance principles and the Company's sustainable growth.

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 	In Progress	In Progress	In Progress	Success
<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 	In Progress	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 	In Progress	In Progress	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Not Started	Signatory	Certified
Enhancing Internal Whistleblowing Mechanisms for Reporting Ethical Misconduct and Corruption	-	-	-	Success

Strategic Initiative

The Company has clearly established policies, guidelines, and internal control procedures relating to the prevention of corruption and bribery.

Strategic Initiative	Year	Expected Outcomes
The Company has clearly established policies, guidelines, and internal control procedures relating to the prevention of corruption and bribery.	2026	• Review and update the anti-corruption and bribery policy to ensure alignment with applicable laws, good corporate governance principles, and best practices.
	2027	• Develop and promote whistleblowing channels, together with appropriate measures for the protection of whistleblowers.
	2028	• Disclose information on anti-corruption and bribery practices in an appropriate and transparent manner.

Risk Management

Risk 1 : The Company has established a structured and continuous risk management system to support good corporate governance and the achievement of its strategic objectives. The risk management framework covers all key areas that may impact the Company's business operations, including strategic risks, operational risks, financial risks, and risks related to compliance with applicable laws, regulations, and requirements. The Company's risk management process comprises systematic risk identification, analysis, and assessment, as well as the implementation of appropriate control measures and risk mitigation strategies to reduce potential impacts to acceptable levels. Risk management outcomes are regularly monitored, reviewed, and reported to the Board of Directors and management. Furthermore, the Company integrates risk management into its operational processes at all levels and continuously enhances its internal control systems and risk awareness among employees. These efforts enable the Company to respond effectively to changing business environments and support the Company's stable and sustainable growth.

• Risk Characteristic

Risk refers to events, circumstances, or factors arising from both internal and external sources that may have a material adverse effect on the Company's business operations, operating results, financial condition, ability to achieve strategic objectives, as well as its reputation and stakeholder confidence, including compliance with applicable laws, regulations, and requirements. The Company's risks may be categorized into several key areas, including strategic risks, operational risks, financial risks, and compliance risks. Each category of risk may be interconnected and may vary in terms of severity and likelihood of occurrence, potentially amplifying their overall impact. The Company has established a systematic process for the identification, analysis, assessment, monitoring, and periodic review of risks, together with appropriate internal control measures and risk mitigation strategies. These efforts aim to manage risks within acceptable levels and minimize potential negative impacts on the Company's long-term business performance and financial stability.

• Risk Impact

If any of the risks faced by the Company materialize, they may have a material adverse effect on the Company's business operations, operating results, financial condition, cash flows, competitiveness, and ability to achieve its strategic objectives, both in the short and long term. The impacts of such risks may arise in various forms, including disruptions to operations, increases in costs, reductions in revenue or profitability, damage to the Company's assets and resources, as well as the loss of confidence from shareholders, customers, business partners, and other stakeholders. In addition, certain risks may result in legal and

regulatory consequences, such as penalties, fines, or restrictions on business operations, as well as adverse effects on the Company's reputation and corporate image. These factors may significantly affect the Company's ability to continue its business and achieve sustainable growth in the long term.

- **Risk Management Measures**

The Company has established appropriate and systematic risk mitigation measures to prevent, reduce, and control the potential impacts of risks that may arise from its business operations. These measures encompass proactive prevention, effective internal controls, continuous monitoring, and ongoing improvements to risk management practices. The Company's risk mitigation framework includes the implementation of clear policies and procedures, proper segregation of duties, and the establishment of effective internal control systems. In addition, the Company utilizes tools and processes to regularly monitor, assess, and manage risks. Furthermore, the Company regularly reports the status of risks and the effectiveness of risk mitigation measures to the Board of Directors and management, enabling timely corrective actions and enhancements. These measures aim to reduce both the likelihood and severity of risk impacts and support the Company's stable and sustainable business operations.
