



JUMP+ Plan



TISCO FINANCIAL GROUP PUBLIC COMPANY LIMITED

(TISCO)

Year 2026 - 2028

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Business Type

The Company is holding company of TISCO Group which TISCO Bank is its core business. TISCO Bank engages in banking business with service areas including retail and SME lending, corporate lending, retail deposit, private banking, bancassurance, cash management and custodian services.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	24,355.08	24,756.35	23,692.47	20,784.02
Expenses	16,642.45	16,512.07	14,607.56	11,937.46
Net Profit	6,658.90	6,901.28	7,301.11	7,224.08
Balance Sheet (MB)				
Assets	290,702.15	281,876.94	290,724.25	265,414.44
Liabilities	247,325.26	238,832.02	248,276.27	222,623.81
Shareholders' Equity	43,373.99	43,041.95	42,444.87	42,787.39
Cash Flow (MB)				
Operating	9,125.13	13,199.58	7,665.46	3,079.25
Investing	-2,887.87	-1,434.21	403.91	3,874.06
Financing	-6,320.55	-11,773.97	-8,156.18	-7,051.66
Financial Ratio				
EPS (Baht)	8.32	8.62	9.12	9.02
GP Margin (%)	N/A	N/A	N/A	N/A
NP Margin (%)	27.34	27.88	30.82	34.76
D/E Ratio (Times)	5.70	5.55	5.85	5.20
ROE (%)	15.41	16.15	17.13	17.20
ROA (%)	4.58	4.90	4.78	4.39

JUMP+ Plan

Business Plan

Target in 2028

Return on Average Equity	15.00 - 17.00 %
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : AI-powered end to end process to elevate the quality of customer management



2. Strategic Plan 2 : Integrated wealth ecosystem coupled with leveraging technology and business partners



Governance Plan

1. Ensuring the independence of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing governance of artificial intelligence applications

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan
2. Decarbonization

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Return on Average Equity (%)	17.13	16.15	15.41	15.00 - 17.00

Growth plan/Increase business value

Strategic Plan 1 : AI-powered end to end process to elevate the quality of customer management

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
Number of new retail banking clients	164,991	165,000	170,000	175,000

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Build TISCO AI intelligent assistance for workforce capability enhancement	2026	• Develop AI-powered virtual coach for key business functions covering product knowledge and role-play practice to reduce onboarding time for new staffs
	2027	• Integrate AI-driven product recommendation capability to support sales effectiveness and increase conversion rates
	2028	• Explore and introduce client virtual assistants that deliver personalized service and product support, with seamless handover to human agents

Risk Management

Risk 1 : Delay of progress in strategic plan, innovation development, and key IT projects implementation against strategic target

- Risk Characteristic

There is a risk that the progress of the strategic plan, development of innovations, and implementation of key IT projects may not be completed in accordance with the approved objectives, timelines, or strategic targets due to project complexity, changes in business requirements, or external factors.

- Risk Impact

The progress of the strategic plan, innovation development, and key IT projects may be delayed or may not fully achieve the business objectives, which could affect the effectiveness and timely execution of these initiatives in line with the Company strategic direction.

• Risk Management Measures

The Company establishes appropriate governance structures and project management processes, defines clear responsibilities, milestones, and key performance indicators, and regularly monitors and reports progress to related management committee. Adequate resources are allocated, and periodic reviews are conducted to ensure alignment between strategic objectives, innovation initiatives, and IT project implementation.

Strategic Plan 2 : Integrated wealth ecosystem coupled with leveraging technology and business partners

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

- Growth

Targets

• Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Number of new clients engaging in financial well-being solutions	32,887	34,495	37,220	40,886

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Build awareness of retirement planning and strengthen retirement readiness of clients	2026	<ul style="list-style-type: none"> • Build awareness of the importance of retirement planning among clients • Enhance goal-based financial planning and upgrade new features to strengthen retirement planning solution
	2027	<ul style="list-style-type: none"> • Enhance asset allocation feature and improve client experience
	2028	<ul style="list-style-type: none"> • Enhance portfolio recommendation capabilities while integrating health insurance planning to provide a comprehensive wealth advisory

Risk Management

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- **Risk Management Measures**

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Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

TISCO recognizes the significance of board independence in line with international governance standards, including the OECD Principles of CG and the SEC CG Code. Ensuring adequate independence helps balance power between the Board of Directors and management, resulting in transparent and high-quality strategic decision-making that fairly considers all stakeholders. This approach strengthens investor confidence and boosts long-term competitiveness.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The Board of Directors comprises more than 50% Independent Directors	In Progress	Success	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review the current composition and diversity of the Board, including the types of directors, and present the findings to the Nomination and Compensation Committee and the Board of Directors for consideration and endorsement before seeking final approval at the Annual General Meeting of Shareholders.	2026	• The Board is comprised of over 50% independent directors.
	2027	• Completed
	2028	• Completed

Risk Management

Risk 1 : Challenges in Recruiting Qualified Independent Directors

- **Risk Characteristic**

1. The qualifications, independence, and availability of candidates may complicate the nomination process.
2. The nomination procedure usually requires extensive lead time and involves multiple approval stages, including obtaining shareholder approval.

- **Risk Impact**

1. Delays may create vacant board positions, which can negatively impact governance and strategic decision-making.
2. A limited pool of candidates may compromise the quality and diversity of the board of directors.

- **Risk Management Measures**

Establishment of advanced nomination planning to reduce the time required for the nomination process.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

TISCO aims to foster a transparent organizational culture grounded in integrity. Employees at all levels are encouraged to act ethically and comply with TISCO's code of conduct. TISCO promotes anti-corruption awareness in all functions to enhance CG and ensure long-term sustainability.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	Success	Success	Success
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	In Progress	Success	Success	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	Success	Success	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
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	-	TISCO communicates and establishes operational standards to ensure that Critical Tier 1 suppliers acknowledge and comply with the Company's Anti-Corruption Policy and related guidelines. Such requirements are incorporated as part of the criteria used for evaluating supplier services.	Critical Tier 1 suppliers are required to formally adopt an Anti-Corruption Policy, with a target of achieving at least 90% coverage across all suppliers in this group.	All Critical Tier 1 suppliers are required to have an Anti-Corruption Policy that has been formally approved and implemented in practice, and to submit such policy as supporting documentation for supplier evaluation and service review processes. TISCO maintains a system to track and collect this documentation and incorporates it as part of the Supplier Management process.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Support Critical Tier 1 suppliers in establishing an Anti-Corruption Policy and incorporating it into the supplier performance evaluation criteria as part of the overall Supplier Management process.	2026	<ul style="list-style-type: none"> TISCO communicates its Anti-Corruption Policy and operational standards to all Critical Tier 1 suppliers to ensure full acknowledgment and compliance. Anti-Corruption requirements are formally incorporated into the criteria for supplier performance evaluations and contract renewals.
	2027	<ul style="list-style-type: none"> Critical Tier 1 suppliers are required to formally adopt an Anti-Corruption Policy, with a target of achieving at least 90% coverage across all suppliers in this group.
	2028	<ul style="list-style-type: none"> Critical Tier 1 suppliers must submit their formally approved Anti-Corruption Policy as part of TISCO's supplier evaluation and review process. TISCO maintains a centralized system to track and collect the documentation, incorporating it into the Supplier Management process.

Risk Management**Risk 1 : Loss of Critical Tier 1 Suppliers with Strong Capability and Performance****• Risk Characteristic**

Critical Tier 1 suppliers may opt to collaborate with other service providers that have more relaxed governance or anti-corruption requirements. Consequently, some suppliers may reject the conditions established by TISCO and choose to discontinue the business relationship.

• Risk Impact

1. TISCO may lose high-performing and capable suppliers in the Critical Tier 1 group.
2. Difficulty in recruiting new Critical Tier 1 suppliers with comparable capabilities may negatively affect service quality.
3. Delays in sourcing new suppliers may disrupt service delivery, impact business continuity, create operational gaps, and increase the likelihood of errors.
4. New Critical Tier 1 suppliers may have higher costs, leading to increased business expenses, including costs associated with onboarding and preparing new suppliers.

• Risk Management Measures

1. Establish anti-corruption policy requirements as part of the Supplier Code of Conduct, and communicate these to all Critical Tier 1 suppliers for acknowledgment and self-assessment to evaluate their readiness before supplier selection.
2. Include the existence of an anti-corruption policy as a criteria in the supplier selection process, clearly communicated in advance to encourage compliance without damaging business relationships.
3. Provide support, guidance, and recommendations, along with a suitable transition period for suppliers to develop and implement their anti-corruption policies before formal enforcement.
4. Develop contingency plans by identifying alternative or backup suppliers in case existing suppliers are unable to comply with requirements.

Risk 2 : SME Suppliers Lacking Readiness to Develop and Implement Anti-Corruption Policies**• Risk Characteristic**

1. SME suppliers within the Critical Tier 1 group may lack the necessary knowledge, understanding, or resources to develop and implement TISCO's Anti-Corruption Policy. This could result in their inability to meet TISCO's requirements.
2. This deficiency may result in delays, lost business opportunities, or increased workloads for business units responsible for monitoring and providing guidance.

• Risk Impact

1. SME Suppliers may struggle to comply fully with TISCO's Anti-Corruption Policy, resulting in failure to pass assessments.
2. Switching suppliers could cause project delays, impact service continuity, increase procurement costs, or disrupt the operational plans of related departments.

• Risk Management Measures

1. Develop manuals, policy templates, forms, and simplified guidelines, along with advisory support, to assist SME suppliers in complying with Anti-Corruption requirements.
2. Include the existence of an anti-corruption policy as a criteria in the supplier selection process, clearly communicated in advance to encourage compliance without damaging business relationships.

3. Establish clear assessment cycles; if SME suppliers fail to meet the criteria, develop an improvement plan and implement close monitoring with defined timelines and responsible persons.
4. Provide regular communication or training to SME suppliers to enhance long-term governance standards.

Governance of Risk and Management Compliance

Enhancing governance of artificial intelligence applications

TISCO aims to establish a transparent and accountable governance framework for the use of Artificial Intelligence (AI). This approach ensures responsible AI practices that comply with laws and international standards, fostering trust among regulators and customers.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for the use of artificial intelligence (AI).	Complete	-	-	-
<ul style="list-style-type: none"> • Establish roles and revise the charters of the Board, its subcommittees, or designated personnel responsible for governing AI adoption in the organization. 	Complete	-	-	-
<ul style="list-style-type: none"> • Formulate clear and documented policies and procedures with appropriate approval. 	Complete	-	-	-
<ul style="list-style-type: none"> • All involved employees have been trained and communicated about AI governance. 	Complete	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
Report to the Board of Directors on the review and results of our responsible use of artificial intelligence.	-	TISCO arranges for the Internal Audit function to review the responsible use of AI, including compliance with the established policies and guidelines. The results of such reviews are reported to the Board of Directors or the designated Board Committee for acknowledgment.	TISCO develops an improvement plan with clear timelines and reports progress to the Board of Directors or the designated Board Committee.	External AI governance experts will be engaged to assess the appropriateness of TISCO AI governance framework, as well as the effectiveness of related control measures and governance practices. The assessment results, together with recommendations for enhancing AI governance and control effectiveness, will be reported to the Board of Directors or the designated Board Committee for consideration.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Conduct audits and report on the responsible use of AI to the Board of Directors.	2026	<ul style="list-style-type: none"> TISCO establishes a Responsible AI Reporting Framework that is formally endorsed and practically implementable. A systematic process and mechanism are in place for collecting, reviewing, and summarizing AI usage, including risk data, policy compliance, and related incidents. Internal Audit provides a report on the responsible use of AI, which is presented to the Board of Directors or the designated Board Committee for acknowledgment.
	2027	<ul style="list-style-type: none"> TISCO develops an improvement plan with clear timelines and reports progress to the Board of Directors or the designated Board Committee.
	2028	<ul style="list-style-type: none"> External experts assess the appropriateness of TISCO AI governance framework and evaluate the effectiveness of control measures and oversight mechanisms for responsible AI use. They will also provide recommendations for strengthening AI control and governance practices.

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> The Board of Directors or the designated Board Committee are reported on the audit results on the appropriateness of defined AI governance framework.

Risk Management

Risk 1 : Insufficient Technical Knowledge of AI Among Oversight and Audit Personnel

• Risk Characteristic

- Due to the AI-related emerging risks, personnel involved in oversight and audit functions may lack the necessary technical expertise to effectively supervise or audit AI-related activities, particularly in areas involving technical control measures.
- In the initial stages, TISCO may encounter challenges in sourcing qualified external experts or assessors who possess sufficient technical knowledge in AI applications and governance.

• Risk Impact

- An inadequately designed AI governance framework, combined with limited technical skills among personnel involved in oversight and audit functions, can lead to the failure to identify significant risks or material errors in a timely manner.
- Delays in developing capabilities among personnel involved in oversight and audit functions due to the challenges of securing suitable external advisors or experts in AI governance.

• Risk Management Measures

- Enhance the technical skills of personnel involved in oversight and audit functions through learning and knowledge development programs conducted by professional AI development teams.
- Establish a comprehensive AI Governance Assessment and AI Audit Framework that addresses relevant laws, regulations, and PDPA requirements.

Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

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

URL Link to the Document : <https://www.tisco.co.th/wp-content/uploads/2024-sustainability-report-en.pdf>



Targets

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

Decarbonization

TISCO has a long-standing environmental direction, evolving from reforestation activities into a more structured approach with a broader climate strategy. This strategy supports the reduction of greenhouse gas (GHG) emissions through GHG data collection, operational efficiency improvements, and the promotion of green financing. TISCO has disclosed Scope 1 and Scope 2 GHG emissions for many years, using 2017 as the initial baseline for the Head Office (TISCO Tower). Since then, emissions have decreased by 26% and the buildings infrastructure has now reached an optimal level of energy consumption.

In 2024, TISCO expanded its emission-reduction boundary beyond the Head Office to include branch operations. The core initiative supporting this expansion is the solar panel project, aimed at increasing renewable energy usage across the branch network. While this initiative contributes positively to the transition toward green energy, its quantitative impact remains limited compared with TISCO's total GHG emissions profile. Meanwhile, TISCO has validated the Scope 1 and Scope 2 GHG emissions for 2025 to ensure complete and accurate data across the Head Office and branch operations, and to establish 2025 as the new baseline year. In addition, TISCO is exploring opportunities to transition company vehicles toward more eco-friendly alternatives.

Presently, TISCO has decided to extend the two initiatives – the solar panel installation and the transition to an electric vehicle fleet – into the next phase, covering 2026-2028.

Targets

Topic	GHG emissions in the base year (tCOe)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2025	2026	2027	2028
Greenhouse gas emission reduction volume	10,373.03	1%	2%	3%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Solar panel installation at branch offices	2026	<ul style="list-style-type: none"> Study and develop a 3-year plan (2026-2028) for solar panel installation. By the end of 2028, target to complete installation covering 100% of TISCO branches with suitable rooftop space and operation conditions, as well as 30% of Somwang branches from 805 locations.
	2027	<ul style="list-style-type: none"> Follow-up progress and assess performance of the complete sites. Report on the installation results and the assessment of electricity usage from the power generated to the delegated committee.
	2028	<ul style="list-style-type: none"> Follow-up progress and assess performance of the complete sites. Report on the installation results and the assessment of electricity usage from the power generated to the delegated committee.
Replacement of the companys internal combustion engine (ICE) fleet with electric vehicle alternatives	2026	<ul style="list-style-type: none"> Study and assess the suitability of the 3-year vehicle replacement plan (2026-2028) for company fleet transition. Target of at least 25% the vehicle replacement plan being battery electric vehicles (BEVs).
	2027	<ul style="list-style-type: none"> Procure electric vehicles for replacement according to the determined plan. Report on the procurement progress.
	2028	<ul style="list-style-type: none"> Procure electric vehicles for replacement according to the determined plan. Report on the procurement progress.

Risk Management

Risk 1 : Lower-than-expected electricity generation

• Risk Characteristic

This risk is defined as the possibility that a solar rooftop system generates less electricity in real operation than originally estimated during the feasibility stage. This may be caused by site-specific constraints, environmental conditions, system quality, or installation issues.

• Risk Impact

Lower-than-expected electricity generation, resulting in reduced Scope 2 emission reduction.

• Risk Management Measures

1. Conservative performance assumptions during project planning.
2. Detailed site assessments, including shading and structural analysis.
3. Contractor screening for quality track records and adequate team capacity and equipment.