



JUMP+ Plan



ASIA BIOMASS PUBLIC COMPANY LIMITED

(ABM)

Year 2026 - 2028

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Resources

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

Biomass fuel trading that the products can be categorized into five major groups as 1) Palm Kernel Shell 2) Woodchips and Others 3) Wood Shavings, Sawdust and Wood Dust 4) Biomass Pellet and 5) Other Products comprising rice husk, palm fiber, fruit bunch, corncob cassava root cassava chip cassava starch 6) Refuse Derived Fuel : RDF

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	2,039.36	2,610.82	2,383.34	2,715.69
Expenses	2,133.74	2,635.73	2,446.34	2,648.82
Net Profit	-104.33	-40.93	-76.84	35.89
Balance Sheet (MB)				
Assets	1,462.60	1,603.28	1,392.44	1,276.24
Liabilities	716.92	737.32	887.12	702.69
Shareholders' Equity	745.36	864.98	522.59	591.34
Cash Flow (MB)				
Operating	-24.64	227.75	-19.10	-104.26
Investing	17.61	-36.79	-119.73	-60.25
Financing	1.31	-194.83	138.02	169.38
Financial Ratio				
EPS (Baht)	-0.15	-0.09	-0.19	0.11
GP Margin (%)	11.69	14.27	12.27	13.88
NP Margin (%)	-5.11	-1.57	-3.22	1.29
D/E Ratio (Times)	0.96	0.85	1.76	1.23
ROE (%)	-12.96	-5.90	-13.80	7.44
ROA (%)	-5.70	0.15	-4.65	5.79

JUMP+ Plan

Business Plan

Target in 2028

Operating revenue **2,400 – 2,500** million baht.

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : Investment in Machinery to Expand Production Capacity to Drive Growth of the RDF Business (RDF Business for Growth)



2. Strategic Plan 2 : Investment for Biomass Business Capacity Expansion (Biomass for Growth)



Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Enhancing the prevention of insider information

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
Operating revenue (million baht.)	2,391.48	2,591.43	2,027.61	2,400 – 2,500

ABM focuses on expanding its renewable energy and biomass fuel businesses, with key objectives to enhance production efficiency, reduce costs, and broaden raw material sources in order to strengthen the company’s long-term business stability.

Growth plan/Increase business value

Strategic Plan 1 : Investment in Machinery to Expand Production Capacity to Drive Growth of the RDF Business (RDF Business for Growth)

This strategy focuses on enhancing the capabilities of the Refuse Derived Fuel (RDF) business of subsidiary within the ABM Group through investment in waste screening equipment, in order to support the growth of Green RDF Company Limited (“GRDF”), which serves as the flagship company for the Group’s RDF operations. The objective of this investment is to improve RDF production efficiency from the upstream stage by enhancing sorting effectiveness and reducing the volume of waste that cannot be processed into RDF.

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	9.54	-21.89	10.00	5.00	2.00

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Project 1: Investment in Machinery to Expand Production Capacity to Drive Growth in the RDF Business (RDF Business for Growth)	2026	• Conduct a Feasibility Study
	2027	• Complete construction and installation of the RDF screening equipment within January and start operations in early February. • Train relevant staff on the use and adjustment of the new machinery
	2028	• The full production capacity will be operational, targeting a utilization rate of approximately 80%, resulting in an estimated additional production capacity of 20,000 tons per year.

Strategic Initiative	Year	Expected Outcomes
Project 2: Expansion or Improvement of Additional RDF Machinery	2026	• Conduct a Feasibility Study
	2027	• Procure, install, or upgrade additional RDF machinery.
	2028	• Procure, install, or upgrade additional RDF machinery.

Risk Management

Risk 1 : Risk of investment costs being higher than estimates

- **Risk Characteristic**

Project investment costs are higher than estimated.

- **Risk Impact**

Leads to a reduction in returns and profits from what was anticipated.

- **Risk Management Measures**

Conduct a Feasibility Study and control costs through the Procurement Control system.

Risk 2 : Risk from delays in construction and machinery installation

- **Risk Characteristic**

Caused by delays in the procurement process, equipment transportation, or installation of electrical systems and basic infrastructure.

- **Risk Impact**

The project may not be able to start operations as scheduled in February 2027, which may affect RDF production revenue targets.

- **Risk Management Measures**

Create a project management plan with clearly defined responsibilities and systematically monitor progress.

Risk 3 : Risk concerning the quality and quantity of waste raw material

- **Risk Characteristic**

Insufficient, inconsistent supply of waste raw material, or quality not meeting the specified criteria.

- **Risk Impact**

May cause RDF production capacity to fall below the target of 20,000 tons per year, result in higher waste management costs, and may cause the calorific value to not meet the specified criteria, making it unable to maintain fuel quality.

- **Risk Management Measures**

Enter into long-term (1–3 year) purchase/sales agreements with buyers in advance of machinery investment, and have a backup plan for sourcing waste from nearby provinces.

Risk 4 : Transportation Cost Risk

- **Risk Characteristic**

Transportation costs are a key component of RDF costs. Variables affecting transportation costs, such as fuel prices, will impact the RDF cost, especially if the distance between the landfill (waste source) and the customer is long.

• **Risk Impact**

Selling expenses per unit increase, leading to a reduced profit margin. This may prevent the company from offering a competitive market price, resulting in RDF production revenue not increasing according to target (and affecting overall revenue targets).

• **Risk Management Measures**

- Plan to find customers located in areas not too far from the landfill.
- Manage transportation by using joint venture vehicles and vehicles from affiliated companies to control costs and delivery time.

Strategic Plan 2 : Investment for Biomass Business Capacity Expansion (Biomass for Growth)

This strategy involves investing in machinery to expand the production capacity of the ABM Biomass business. The goal is to improve production capability and meet the growing demand from industrial customers.

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 (%)	9.54	-21.89	2.00	2.00	2.00
YoY Growth Rate					

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Investment in Wood Grinding Machinery to Support ABM Business Expansion	2026	<ul style="list-style-type: none"> • Procured and installed a wood Grinding at Bang Nam Chuet, completing the project within April and commencing operations at the beginning of May 2026. • Conduct training for relevant personnel on the usage and various settings of the new machinery.
	2027	<ul style="list-style-type: none"> • Achieved full-system production capacity, targeting an increase in output rate from 300 tons per month to 1,700 tons per month.
	2028	<ul style="list-style-type: none"> • Achieved full-system production capacity, targeting an increase in output rate from 300 tons per month to 1,700 tons per month.

Risk Management

Risk 1 : Investment Cost Overestimation Risk

- **Risk Characteristic**

The investment cost for the project is higher than estimated.

- **Risk Impact**

Results in a lower than expected return and reduced profit.

- **Risk Management Measures**

Conduct a Feasibility Study before investment and control costs through a Procurement Control system.

Risk 2 : Risk from Delay in Construction and Machinery Installation

- **Risk Characteristic**

Delays in procurement, machinery delivery, installation of electrical systems, and foundational construction.

- **Risk Impact**

Unable to start operations according to the target month of May 2026, resulting in revenue not increasing according to the target.

- **Risk Management Measures**

Clearly establish an operational plan and key milestones for each stage to enable effective monitoring.

Risk 3 : The risk of raw material sources being insufficient or inconsistent for wood chips.

- **Risk Characteristic**

The supply of wood chips is insufficient or inconsistent.

- **Risk Impact**

This may result in wood chipping production capacity falling below the target of 1,700 tons per month, and consequently, revenue from the wood chipper failing to grow in line with the projected target of 2 percent per annum.

- **Risk Management Measures**

Establish long-term material contracts with rice mills and wood factories, along with considering the use of wood chips and wood scraps from businesses within the ABM Group for raw material stability.

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

This initiative aims to establish a strong governance framework to combat all forms of corruption through the formulation, review, monitoring, and evaluation of compliance with internal policies and practices at least once a year. The company is also committed to fostering a culture of integrity and honesty among employees while pursuing national (CAC) and international (ISO) certifications to reinforce its dedication to ethical business conduct. These efforts are designed to build confidence and trust among investors and stakeholders, ensuring sustainable growth and long-term organizational resilience.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
<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 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	In the process of applying for certification.	In the process of applying for certification.	Certified
Include additional content on Anti-Fraud and Corruption in the training curriculum for new employees (Orientation), with a target for trainees to achieve a minimum assessment score of 70%	-	In progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Obtaining CAC Certification from the Thai Institute of Directors (Thai IOD)	2026	<ul style="list-style-type: none"> Announce the intention to join the CAC project (Collective Action against Corruption, a program for the Thai private sector to combat corruption) Hire an external consultant to evaluate the company's readiness based on the 71-point assessment form (CAC Checklist).
	2027	<ul style="list-style-type: none"> Arrange for an organizational corruption risk assessment, focusing on areas related to transactions and contact with government agencies. Establish policies where none currently exist and propose them for appropriate approval authority, while also developing various processes to align with the 71-point assessment. Develop internal processes to align with the 71 points set by Thai IOD. Announce and communicate the policy to all levels of employees for thorough awareness. Compile and prepare all complete supporting documents required for the certification submission and submit documents for the first CAC certification request.
	2028	<ul style="list-style-type: none"> Submit documents for the second CAC certification request (in case additional document revisions are required). Officially receive CAC Certification from Thai IOD.
Include additional content on Anti-Fraud and Corruption in the training curriculum for new employees (Orientation), with a target for trainees to achieve a minimum assessment score of 70%	2026	<ul style="list-style-type: none"> Complete the preparation of the presentation materials on anti-fraud and corruption to be included in the new employee orientation training curriculum.
	2027	<ul style="list-style-type: none"> Officially conduct the training across the entire organization, covering all new employees, with the target for trainees to achieve a minimum assessment score of 70%.
	2028	<ul style="list-style-type: none"> Review and update the content based on real-life case studies and prepare a summary report of the results for the Audit Committee and the BOD.

Risk Management

Risk 1 : Risk from Lack of Knowledge and Understanding in CAC Documentation Preparation

- Risk Characteristic**

The complex process of documentation may cause delay, resource consumption (time, budget, personnel), or errors due to operational mistakes or repeated document revision.

If the company announces its intention to participate but fails to gain certification, it may affect the company's image and reputation.

• **Risk Impact**

- Delays may occur compared to the planned timeline.
- The company may not receive the expected certification, which could affect the organization’s image and credibility.

• **Risk Management Measures**

- Hire external experts with experience in CAC certification preparation to analyze improvement areas, check documentation accuracy, and assist in monitoring implementation before certification submission.
- Prepare a plan and track the progress of the processes with the relevant working team on a monthly basis.

Risk 2 : Risk from new employees lacking knowledge and understanding of anti-corruption and bribery

• **Risk Characteristic**

New employees or related personnel may not participate in the training or may not give it importance, resulting in a lack of comprehensive understanding of the anti-corruption and bribery procedures.

• **Risk Impact**

Lack of awareness, knowledge, and understanding of anti-corruption and bribery procedures.

• **Risk Management Measures**

- Include anti-fraud and corruption content in the training curriculum for new employees (Orientation).
- Track assessment results and conduct repeat training for those who do not meet the criteria, with a requirement that participants achieve a passing score of no less than 70%.

Enhancing whistleblowing mechanisms

This plan aims to enhance the organization’s whistleblowing and complaint reporting system to ensure efficiency, transparency, and protection for whistleblowers from retaliation or negative consequences. The objective is to establish multiple and confidential reporting channels that employees and stakeholders can trust, enabling them to report misconduct, misuse of internal information, or unethical behavior safely.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	Complete	-	-	-
• The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Complete	-	-	-
• Appointment of an impartial recipient for whistleblowing reports.	Complete	-	-	-
• All complaints are thoroughly investigated,and outcomes are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.	Complete	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> The whistleblowing policy and procedures reviewed by the Board of Directors at least annually. 	Complete	-	-	-
Include additional content on whistleblowing in the training curriculum for new employees (Orientation), with a target for trainees to achieve a minimum assessment score of 70%.	-	In progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Include additional content on whistleblowing in the training curriculum for new employees (Orientation), with a target for trainees to achieve a minimum assessment score of 70%.	2026	<ul style="list-style-type: none"> Complete the preparation of presentation materials on whistleblowing/misconduct reporting to be included in the new employee orientation training curriculum.
	2027	<ul style="list-style-type: none"> Officially conduct the training across the entire organization, covering all new employees, with the target for trainees to achieve a minimum understanding assessment score of 70%.
	2028	<ul style="list-style-type: none"> Review and update the content based on real-life case studies, and prepare a summary report of the results for the Audit Committee and the BOD.

Risk Management

Risk 1 : Risk from New Employees Lacking Knowledge on Whistleblowing

- Risk Characteristic**

New employees or related personnel may not participate in the training or may not give it importance, resulting in a lack of comprehensive understanding of the whistleblowing process and ethics.

- Risk Impact**

A lack of knowledge and understanding of whistleblowing procedures may cause employees to be hesitant to report irregularities or to report inaccurately.

- Risk Management Measures**

- Include whistleblowing content in the training curriculum for new employees (Orientation).
- Track assessment results and conduct repeat training for those who do not meet the criteria, requiring them to pass the threshold of not less than 70%.

Enhancing the prevention of insider information

This plan aims to strengthen corporate governance systems in controlling and preventing the misuse of inside information. It is designed to prevent the use of non-public information for personal or unlawful gain by directors, executives, employees, or other related parties who may have access to the company's confidential information.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	Complete	-	-	-
• A Board-approved written policy on insider information prevention has been clearly defined and implemented	Complete	-	-	-
• A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy, with audits conducted at least annually.	Complete	-	-	-
• The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence	Complete	-	-	-
Establish a procedure for acknowledgement by individuals who have access to internal information, and require them to sign a confirmation of non-trading of securities using inside information, setting a target for 100% completion of signatures from all related parties.	-	In progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Establish a procedure for acknowledgement by individuals who have access to internal information, and require them to sign a confirmation of non-trading of securities using inside information, setting a target for 100% completion of signatures from all related parties.	2026	• Prepare the acknowledgement form regarding non-trading of securities using inside information.
	2027	• Related parties sign the acknowledgement that they will not trade securities using inside information, achieving 100% completion from all related parties.
	2028	• Prepare a summary report on the sign-off acknowledgement rate for the Audit Committee and the BOD.

Risk Management

Risk 1 : Risk from the use or disclosure of inside information and insider trading.

• Risk Characteristic

New employees and personnel with access to inside information, including related parties, may lack sufficient understanding of the policy and prohibitions, and lack a systematic acknowledgement procedure, potentially resulting in non-compliance with regulations.

• Risk Impact

May lead to the use of inside information, whether unintentional or intentional, impacting image, credibility, regulatory risk, and legal penalties, as well as affecting shareholders and stock price.

• Risk Management Measures

- Establish a procedure for acknowledgement by individuals who have access to internal information and require them to sign a confirmation of non-trading of securities using inside information, with a target of 100% completion from all related parties.
 - Review the content of the training on the prevention of using inside information at least once a year to align with policies and relevant regulatory requirements.
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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.asiabiomass.com/download/tcfo-%e0%b8%96%e0%b9%89%e0%b8%ad%e0%b8%a2%e0%b9%81%e0%b8%96%e0%b8%a5%e0%b8%87%e0%b8%81%e0%b8%b2%e0%b8%a3%e0%b8%97%e0%b8%a7%e0%b8%99%e0%b8%aa%e0%b8%ad%e0%b8%9a-cfo-2568/?wpdmdl=11091&refresh=69c56d433a79c1774546243>



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

Asia Biomass Public Company Limited (the “Company”) recognizes the importance of managing greenhouse gas (GHG) emissions as a distributor of biomass fuels, which is a renewable energy source that plays a key role in reducing the country’s dependence on fossil fuels. The Company has therefore developed the “Decarbonization Plan” to establish a clear direction and systematic approach for reducing greenhouse gas emissions in a sustainable manner. The plan outlines an operational framework aligned with Thailand’s Nationally Determined Contribution (NDC 2.0) under the Paris Agreement, aiming to reduce greenhouse gas emissions in accordance with national targets and support the transition toward a low-carbon economy. As well as assessing potential physical risks arising from climate change and transition risks resulting from changes in national environmental policy. In addition, the plan also covers the installation of a rooftop solar power system to increase the proportion of clean energy usage, reduce reliance on fossil fuels, and achieve tangible reductions in greenhouse gas emissions.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)		
	2024	2026	2027	2028

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)		
	2024	2026	2027	2028
Greenhouse gas emission reduction volume	14020	ลดการปล่อยก๊าซเรือนกระจก 2% เมื่อเทียบกับปีฐาน 2566 Reduce GHG emissions by 2% compared to the base year	ลดการปล่อยก๊าซเรือนกระจก 6% เมื่อเทียบกับปีฐาน 2567 Reduce GHG emissions by 6% compared to the base year	ลดการปล่อยก๊าซเรือนกระจก 11% เมื่อเทียบกับปีฐาน 2567 Reduce GHG emissions by 11% compared to the base year

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The expansion of solar rooftop installation at the factory to increase clean energy usage and achieve further reductions in greenhouse gas emissions	2026	<ul style="list-style-type: none"> Coordinates with contractors to initiate the installation process on the factory rooftop Complete the installation of the rooftop solar system within the year and commence operation Prepare a summary report on the installation and present it to the Board of Directors, as well as estimate the potential GHG emission reductions achieved through the installed solar power system
	2027	<ul style="list-style-type: none"> Monitor and collect quarterly performance data of the rooftop solar system using key performance indicators (KPIs) such as electricity generated (kWh), electricity cost savings (THB) and greenhouse GHG reductions (tCO₂e). Prepare a performance evaluation report of the system for submission to the Board of Directors and for disclosure to stakeholders
	2028	<ul style="list-style-type: none"> Conduct annual inspection and maintenance of the solar rooftop system to ensure operational efficiency Analyze cumulative GHG emission reductions from system operation over the most recent 3 years Prepare a summary report and recommendations for potential future expansion
Greenhouse Gas Management and Disclosure	2026	<ul style="list-style-type: none"> Review and update the Company's environmental policy to incorporate climate change response and systematic GHG management Disclose the Company's decarbonization target and climate risk assessment through the annual report and the Company's website to improve information accessibility and visibility for stakeholders Assign the GHG monitoring unit to monitor progress and report performance to the Board of Directors on an ongoing basis, with clearly defined roles and responsibilities

Strategic Initiative	Year	Expected Outcomes
	<p>2027</p> <p>2028</p>	<ul style="list-style-type: none"> • Prepare the annual GHG inventory and use a verifier accredited by TGO to confirm accuracy • Review and summarize the results of GHG reduction projects for submission to the Board of Directors • Monitor and collect quarterly performance data of the GHG reduction plan by comparing actual results with established targets, if the performance falls below the targets, review and adjust the implementation plan to ensure alignment with operational requirements • Prepare the annual GHG inventory and use a verifier accredited by TGO to confirm accuracy • Prepare progress reports on the Decarbonization Plan for submission to the Board of Directors and disclose the results in the annual report • Continuously monitor and collect data on GHG reduction performance, together with an assessment of long-term reduction trends • Prepare the annual GHG inventory and use a verifier accredited by TGO to confirm accuracy • Prepare a summary report on the progress and results of the Decarbonization Plan for submission to the Board of Directors to support consideration of future expansion • Disclose the results of the Decarbonization Plan through the annual report, the Company’s website, and information platforms of SET

Risk Management

Risk 1 : Risk of Biomass Feedstock Volatility Due to Climate Change

- **Risk Characteristic**

The Company’s operations rely primarily on biomass feedstock such as wood residues, palm kernels and agricultural by-products sourced from local communities, which are highly sensitive to natural and seasonal factors. Current climate change conditions, including drought, irregular rainfall, severe storms and unusually high temperatures, may directly affect production volumes, harvesting cycles and the quality of biomass that farmers can supply. In addition, a global shift toward renewable energy may lead to increased biomass demand across multiple sectors, including biomass power plants, pellet manufacturers and industrial users, thereby intensifying competition for feedstock procurement among market participants.

- **Risk Impact**

Shortages of biomass feedstock or increases in raw material prices may substantially raise the Company’s operating costs, potentially affecting its ability to maintain target profit margins. Seasonal constraints may disrupt operational continuity, particularly during periods when raw materials are scarce or transportation is difficult. For example, during the rainy season, biomass typically contains higher moisture levels, resulting in lower quality and increased costs for drying or storage. Feedstock

shortages may also affect the Company's ability to deliver products on schedule, undermining the confidence of commercial customers and long-term business partners. Furthermore, the Company may need to postpone new market expansion during certain periods to preserve feedstock stability within the supply chain.

- **Risk Management Measures**

The Company manages this risk by promoting sustainable feedstock sourcing and prioritizing procurement from suppliers with responsible management practices. The Company supports operations that comply with FSC (Forest Stewardship Council) and PEFC (Program for the Endorsement of Forest Certification Scheme) standards to ensure that biomass feedstock is sustainably sourced and fully traceable throughout the supply chain. The Company also diversifies its sourcing areas and develops supplier networks across multiple regions to reduce dependence on any single production area. In addition, continuous monitoring of feedstock quality and quantity is conducted to ensure sufficient supply throughout all seasons.

At present, the Company is in the process of assessing the feasibility of developing higher-efficiency new products and preparing a Business Continuity Plan (BCP) to ensure operational resilience in the face of biomass feedstock volatility driven by climate change.

Risk 2 : Risk from Policy and Regulatory Transition Related to Climate Change

- **Risk Characteristic**

Thailand is expected to enforce a Climate Change Act in the foreseeable future, which may require industrial sectors to report their GHG inventory and prepare a mitigation plan aligned with the national targets. Policy instruments such as a carbon tax and an Emission Trading Scheme (ETS) may also be introduced, potentially increasing operational costs, especially for energy-intensive businesses and biomass fuel operations that rely on fossil-fuel-based transportation.

- **Risk Impact**

The Company may face higher operating costs as a result of increasingly stringent environmental regulations and legal requirements, such as carbon tax and ETS. These measures may affect cost structures across the supply chain and reduce the Company's short-term competitiveness. In addition, the Company may need to invest further in energy management systems and greenhouse gas emissions reporting to comply with emerging regulatory requirements.

- **Risk Management Measures**

The Company is preparing for changes in environmental policies and related legal requirements by developing a Carbon Footprint for Organization (CFO) covering all 3 scopes, which has been verified by a verifier accredited by the Thailand Greenhouse Gas Management Organization (TGO). This serves as a key data foundation for future GHG reduction analysis and planning, which will align with Thailand's Nationally Determined Contribution (NDC2.0). In addition, the Company has established targets to reduce electricity consumption and has participated in the "Energy Beyond Standards 2024" program to reinforce its commitment to elevating organizational energy management in accordance with international practices. The Company is also improving machinery, vehicles and transportation systems to enhance efficiency, reduce fuel consumption and lower greenhouse gas emissions across all operational stages. Furthermore, the Company is in the process of assessing a business expansion plan for renewable fuel production and evaluating the feasibility of integrating additional renewable energy into production and logistics processes to increase the share of clean energy and mitigate long-term environmental impacts.