



JUMP+ Plan

Edition No. 2



ASIA GREEN ENERGY PUBLIC COMPANY LIMITED

(AGE)

Year 2026 - 2028

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ASIA GREEN ENERGY PUBLIC COMPANY LIMITED

SET	CG Report :
Resources / Energy & Utilities	SET ESG Ratings: -
	Anti-Corruption Certification (CAC): -

Business Type

operate the importing and distributing business of high-quality clean coal and distribute to domestic and export market in various industrial group and logistics business both marine (lighter) and transportation (truck)

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	15,402.00	14,753.95	13,283.67	18,856.26
Expenses	14,823.19	14,823.16	12,789.45	17,066.27
Net Profit	302.09	-221.18	285.10	1,248.00
Balance Sheet (MB)				
Assets	8,311.28	9,088.34	8,863.37	8,975.97
Liabilities	4,746.33	5,787.86	5,031.22	5,633.71
Shareholders' Equity	3,189.39	2,871.79	3,342.29	3,320.30
Cash Flow (MB)				
Operating	1,551.69	213.90	1,446.88	98.12
Investing	-154.36	-148.89	-523.11	-109.67
Financing	-1,350.24	179.10	-861.74	87.98
Financial Ratio				
EPS (Baht)	0.25	-0.19	0.24	1.15
GP Margin (%)	11.93	8.74	9.46	13.91
NP Margin (%)	1.63	-1.81	2.14	6.62
D/E Ratio (Times)	1.33	1.75	1.31	1.69
ROE (%)	9.97	-7.12	8.56	43.17
ROA (%)	6.58	-0.65	5.96	21.08

JUMP+ Plan			
Business Plan			
Target in 2028			
Revenue	19,000 - 21,000 million baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Improve operational efficiency and transition to green logistics			
2. Strategic Plan 2 : Expand Low Emission Mobility Business (Low Emission Mobility Business 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
Revenue (million baht)	13,280	14,744	15,402.00	19,000 - 21,000

AGE aims to develop into an Integrated Green Energy & Mobility Group, with a strong focus on increasing revenue from non-coal businesses.

Growth plan/Increase business value

Strategic Plan 1 : Improve operational efficiency and transition to green logistics

Enhance operational efficiency and shift toward green logistics through leasing electric heavy machinery and investing in solar cell systems at Nakhon Luang Port. This investment will be made in the company's subsidiary, AGE Terminal Co., Ltd. The goal is to reduce costs, lower fossil fuel consumption, and reduce emissions while strengthening AGE’s overall competitiveness.

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
Fuel cost savings compare to oil-power heavy machinery	0	2.00 million baht	4.00 million baht	4.00 million baht
Electricity cost reduction	0	0.90 million baht	1.40 million baht	1.40 million baht

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Project 1: Electric Heavy Machinery Rental (By AGE Terminal Co., Ltd. a subsidiary company)	2026	• Lease and start operation of the first electric heavy machine in early January, targeting a 40% reduction in fuel costs compared to existing machinery.
	2027	• Lease and start operation of the second electric heavy machine (1 additional unit) in early January, targeting a fuel cost reduction of approximately 40% compared to existing machinery.
	2028	• None
Project 2: Investment in Solar Cells, Warehouse 2 (By AGE Terminal Co., Ltd. a subsidiary company)	2026	• Invest in and install solar panels on the roof of Warehouse 2 by January and commence operation in early March.
	2027	• Achieve full-year operation of the solar panels, targeting an annual electricity cost reduction of approximately 1.40 million

Strategic Initiative	Year	Expected Outcomes
	2028	baht. • None

Risk Management

Risk 1 : Risk of actual investment costs exceeding estimates

- Risk Characteristic
Actual investment costs exceeding estimates
- Risk Impact
Returns and profits are lower than projected.
- Risk Management Measures
Conduct a Feasibility Study and implement cost control through the Procurement Control system.

Risk 2 : Risk of delays in construction and project installation

- Risk Characteristic
Delays in the procurement process, equipment transportation, or the installation of electrical systems and infrastructure.
- Risk Impact
The project cannot commence operations as scheduled, which may result in electricity costs not decreasing as targeted.
- Risk Management Measures
Develop a project management plan with clear accountability and systematically track progress.

Risk 3 : Risk regarding employee adaptation to new machinery

- Risk Characteristic
Risk of employees failing to adapt to new machinery or technology in a timely manner.
- Risk Impact
Inefficient machinery utilization, errors, or accidents, leading to operational delays and increased maintenance costs.
- Risk Management Measures
Organize training on new machinery usage for employees, develop Standard Operating Procedures (SOPs), and assign supervisors to inspect safety and operational efficiency.

Strategic Plan 2 : Expand Low Emission Mobility Business (Low Emission Mobility Business for Growth)

Expand the Low Emission Mobility business to achieve continuous growth by increasing the number of AGE Auto Gallery Co., Ltd. (AAG) a subsidiary company, electric vehicle (EV) showrooms. This expansion aims to enhance customer accessibility and broaden coverage in target areas. Furthermore, this initiative will strengthen the EV business segment, generating sustainable revenue from both sales and after-sales services.

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 (%)	11.07	4.39	25.0	25.0	25.0
YoY Growth Rate					

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Expand AAG EV Showroom Branches (a subsidiary company)	2026	• Conduct a Feasibility Study.
	2027	• Launch 1 new EV showroom branch in a high-potential location to expand the customer base and increase market opportunities.
	2028	• Launch 1 additional EV showroom branch in a high-potential location to reinforce continuous growth.

Risk Management

Risk 1 : Risk of EV Market Demand Uncertainty

- Risk Characteristic

Demand uncertainty due to consumer behavior remaining in an adaptation phase, as well as changes in government policies regarding taxes and subsidies.

- Risk Impact

EV sales may fall short of targets, affecting revenue and stock turnover rates, thereby impacting overall profitability.

- Risk Management Measures

Diversify risk by distributing multiple EV brands and expanding the customer base. Conduct joint marketing with partners and closely monitor government policies.

Risk 2 : Risk Regarding the EV Supply Chain

- Risk Characteristic

Risks arising from supply chain uncertainty in the EV sector, such as delays in vehicle delivery from manufacturers or shortages of spare parts, etc.

- Risk Impact

Inability to deliver vehicles to customers on schedule, leading to a decline in sales and customer satisfaction, as well as impacting the showroom's revenue stream.

- Risk Management Measures

Diversify risk by acting as a dealership for multiple EV brands and establishing clear purchasing agreements with manufacturers.

Risk 3 : Risk of Actual Construction Costs Exceeding Estimates

- **Risk Characteristic**

Actual construction costs exceeding estimates.

- **Risk Impact**

Returns and profits decreasing from estimated.

- **Risk Management Measures**

Conduct a Feasibility Study and implement cost control measures through the Procurement Control system.

Risk 4 : Risk of Competition from Other Market Dealers

- **Risk Characteristic**

Intense competition from other electric vehicle (EV) distributors currently in the market.

- **Risk Impact**

This may result in a decline in AAG's sales volume and market share. It could also pressure gross profit margins due to price competition and lead to increased marketing expenditures.

- **Risk Management Measures**

Create differentiation by offering comprehensive, one-stop services. Expand collaborations with new EV brands, implement proactive marketing strategies, and develop a Loyalty Program to retain the existing customer base.

Risk 5 : Personnel Risk

- **Risk Characteristic**

Risk involving employees with specialized skills, such as sales staff, service center personnel, and technicians, being recruited by other operators in the highly competitive EV market.

- **Risk Impact**

Loss of key personnel, which negatively impacts service quality, sales performance, and the continuity of branch expansion. This also results in increased costs for recruitment and training.

- **Risk Management Measures**

Establish competitive compensation and incentive structures. Create personnel development plans and implement Employee Loyalty Programs.

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	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	In Progress	Success
An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	Complete	-	-	-
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	Not Started	In Progress	In Progress	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Not Started	In Progress	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Signatory	Signatory	Certified
Include additional content on Anti-Fraud and Corruption in the Orientation training curriculum for new employees, with a target for trainees to achieve a minimum assessment score of 70%	-	In Progress	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Monitoring and evaluating the implementation of anti-corruption policies and practices	2026	Plan and design internal audit processes for anti-corruption and bribery policies and guidelines, to be used as a framework for internal operations. Establish a working team for internal audits responsible for monitoring and reporting results. Review anti-corruption and bribery policies and guidelines to ensure they align with the business and any changed regulations.
	2027	Conduct the first internal audit based on the audit plan prepared and approved by the Audit Committee. Summarize the audit results and report to the BOD, along with proposing appropriate corrective actions and improvements. Review anti-corruption and bribery policies and guidelines to ensure they cover new issues/matters that may arise from the audit results.
	2028	Conduct the first internal audit based on the audit plan prepared and approved by the Audit Committee. Summarize the audit results and report to the BOD, along with proposing appropriate corrective actions and improvements. Review anti-corruption and bribery policies and guidelines to ensure they cover new issues/matters that may arise from the audit results.
Present anti-corruption policies and practices to the BOD once a year	2026	Plan the framework for reviewing policies and guidelines. Establish a working team responsible for reviewing policies and guidelines. Review the anti-corruption and bribery policies and guidelines for the first time to ensure they align with the business and any changed regulations and propose them to the BOD.
	2027	Review anti-corruption and bribery policies and guidelines to ensure they align with the business and any changed regulations and submit them to the BOD.
	2028	Review anti-corruption and bribery policies and guidelines to ensure they align with the business and any changed regulations and submit them to the BOD.
Obtaining CAC Certification from the Thai Institute of Directors (Thai IOD)	2026	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	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.

Strategic Initiative	Year	Expected Outcomes
	2028	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 Orientation training curriculum for new employees, with a target for trainees to achieve a minimum assessment score of 70%	2026	Complete the preparation of the presentation materials on anti-fraud and corruption to be included in the new employee orientation training curriculum.
	2027	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	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 Non-continuous Monitoring and Policy Review

• **Risk Characteristic**

The monitoring and auditing of anti-corruption and bribery policy implementation may not be conducted completely or annually. This makes it impossible to timely identify weaknesses or loopholes in the control system.

• **Risk Impact**

Lack of effective internal control, which may lead to misuse of internal information without proper monitoring and reporting to relevant regulatory bodies.

• **Risk Management Measures**

- Establish a clear mandate for monitoring and auditing and report summary results to the BOD at least once a year.
- Summarize audit results and propose appropriate corrective actions and improvements, along with following up on implementation.

Risk 2 : 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**

Failure to meet the certification timeline and expected results, leading to negative impacts for the organization's image and reputation.

• **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 3 : 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 Orientation training curriculum for new employees.
- 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	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	In Progress	Success	Success	Success
• 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	-	-	-
• The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	Not Started	Success	Success	Success
Include additional content on whistleblowing in the Orientation training curriculum for new employees, with a target for trainees to achieve a minimum assessment score of 70%.	-	In Progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review the policy and guidelines and present them to the BOD once a year.	2026	Plan the framework for reviewing policies and guidelines. Establish a working team responsible for reviewing policies and guidelines. Review whistleblowing policies and guidelines for the first time to ensure they align with the business and any changed regulations, and propose them to the BOD.
	2027	Review whistleblowing policies and guidelines to ensure they align with the business and any changed regulations, and submit them to the BOD.
	2028	Review whistleblowing policies and guidelines to ensure they align with the business and any changed regulations, and submit them to the BOD.
Include additional content on whistleblowing in the Orientation training curriculum for new employees, with a target for trainees to achieve a minimum assessment score of 70%.	2026	Complete the preparation of presentation materials on whistleblowing/misconduct reporting to be included in the new employee orientation training curriculum.
	2027	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	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 Non-Continuous Monitoring and Policy Review

• Risk Characteristic

The monitoring and auditing of whistleblowing policy implementation may not be conducted completely or annually, making it impossible to timely identify weaknesses or loopholes in the control system.

• Risk Impact

Lack of effective internal control, which may lead to the misuse of internal information without proper monitoring, affecting the organization's credibility with regulatory bodies.

• Risk Management Measures

- Establish a clear mandate for monitoring and auditing and report summary results to the BOD at least once a year.
- Summarize audit results and propose appropriate corrective actions and improvements, along with following up on implementation.

Risk 2 : 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 Orientation training curriculum for new employees.
- 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	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	In Progress	In Progress	Success
• 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.	Not Started	In Progress	Success	Success
• 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	Not Started	In Progress	In Progress	Success
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 Policy Monitoring and Auditing Process at least Once a Year	2026	• Establish a Compliance Unit to provide consultation, advice, and warnings regarding the prevention of using inside information. Establish a working team to fully track the reporting of securities holdings by directors and executives.

Strategic Initiative	Year	Expected Outcomes
		Prepare securities holdings report forms for directors, executives, and employees. Establish guidelines and procedures for reporting securities holdings.
	2027	All directors and executives report their annual securities holdings. The responsible team monitors and audits policy implementation at least once a year. Summarize audit results and report to the Board of Directors, along with corrective guidelines.
	2028	All directors and executives report their annual securities holdings. The responsible team monitors and audits policy implementation at least once a year. Summarize audit results and report to the Board of Directors, along with corrective guidelines.
Review the policy and guidelines and present them to the BOD once a year.	2026	Plan the guidelines for reviewing policies and procedures. Establish a working team responsible for reviewing policies and procedures. Review the policy and procedure for using inside information for the first time to align with the changing context and regulations, and submit it to the BOD.
	2027	Review the policy and procedure for using inside information to align with the changing context and regulations, and submit it to the BOD.
	2028	Review the policy and procedure for using inside information to align with the changing context and regulations, and submit it to the BOD.
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 Non-Continuous Monitoring and Policy Review

• Risk Characteristic

The monitoring and auditing of the policy on the use of inside information may not be conducted completely or annually, making it impossible to timely identify weaknesses or loopholes in the control system.

• Risk Impact

Lack of effective internal control, which may lead to the misuse of internal information without proper monitoring, and affect the organization's credibility with regulatory bodies.

• Risk Management Measures

- Establish a clear mandate for monitoring and auditing and report summary results to the BOD at least once a year.

- Summarize audit results and propose appropriate corrective actions and improvements, along with following up on implementation.

Risk 2 : 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.age.co.th/download/2567/?wpdmdl=7856&refresh=695e098674df51767770502>



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 Green Energy Public Company Limited (the “Company”) recognizes its important role as a leading distributor of clean coal energy and alternative fuels, which play a vital part in supporting the country’s economic and industrial development, and is committed to operating responsibly and with due consideration for environmental impacts. To support this commitment, the Company has prepared its organizational greenhouse gas inventory (GHG Inventory), which has been verified in accordance with ISO 14064-1:2018 to ensure the accuracy and credibility of the data. Furthermore, the Company has developed the “Decarbonization Plan” to guide its ongoing efforts to reduce greenhouse gas emissions, setting a short-term target through 2030 in alignment with Thailand’s Nationally Determined Contribution (NDC 2.0) under the Paris Agreement, which aims to reduce national emissions by at least 30 percent by 2030. The plan emphasizes energy efficiency management and increasing the share of renewable energy, particularly through the installation of a solar rooftop system at the Company’s warehouse facilities by AGE Terminal Co., Ltd., a subsidiary company). This initiative is intended to reduce energy consumption, lower electricity costs at the warehouse and decrease greenhouse gas emissions associated with electricity use.

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	6,862.60 tCO ₂ e	ลดการปล่อยก๊าซเรือนกระจก 2% เมื่อเทียบกับปีฐาน 2567 Reduce GHG emissions by 2% compared to the base year	ลดการปล่อยก๊าซเรือนกระจก 5% เมื่อเทียบกับปีฐาน 2567 Reduce GHG emissions by 5% compared to the base year	ลดการปล่อยก๊าซเรือนกระจก 10% เมื่อเทียบกับปีฐาน 2567 Reduce GHG emissions by 10% compared to the base year

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The expansion of solar rooftop installation at the Company’s warehouse facilities to reduce greenhouse gas emissions (By AGE Terminal Co., Ltd., a subsidiary company)	2026	- Collaborates with the selected contractor to commence installation of the solar rooftop system at the warehouse facilities, with system design tailored to the site’s energy usage - Complete installation and system testing within the year to enable full operational use - Prepare an installation report and present it to the Board of Directors, including an estimate of the potential GHG emission reductions from replacing external electricity consumption with solar energy
	2027	- Continuously monitor the performance of the solar system by collecting quarterly data using key performance indicators (KPIs) such as electricity generated (kWh), energy cost savings (THB) and greenhouse gas emission reductions (tCO₂e) - Analyze performance data and prepare a system efficiency report for submission to the Board of Directors - Summarize operational results for inclusion in reports to stakeholders and related external bodies
	2028	- Conduct inspection, maintenance and system improvements in accordance with the annual maintenance plan to preserve efficiency - Analyze cumulative GHG emission reductions achieved over the most recent 3 years of system operation and assess the potential for expanding installation to other areas - Prepare a final project summary report and develop recommendations for further expansion to increase the long-term share of clean energy
Greenhouse Gas Management and Disclosure	2026	- Continuously review and update the GHG management policy. - Disclose the short-term Decarbonization Target and the Climate Risk Assessment through the annual report, the Company’s website and communication channels of SET to enhance visibility for stakeholders and investors.

Strategic Initiative	Year	Expected Outcomes
		- Establish a working group to monitor progress, evaluate outcomes and report on GHG reduction, with clearly defined written roles and responsibilities. - Prepare the annual GHG inventory in accordance with ISO 14064-1:2018 and verify it through a verifier accredited by TGO. - Prepare a summary report on the performance of GHG reduction projects for submission to the Board of Directors.
	2027	- Collect and monitor quarterly performance data related to the Decarbonization Plan by comparing actual results with established targets to assess progress and reduction trends, if the performance falls below the targets, review and adjust mitigation measures to align with actual conditions. - Prepare the annual GHG inventory in accordance with ISO 14064-1:2018 and verify it through a verifier accredited by TGO. - Prepare a Progress Report on GHG Reduction, submit it to the Board of Directors and disclose the results in the annual report.
	2028	- Continuously monitor and collect data on greenhouse gas emission reductions, and assess long-term reduction trends, to support target setting for the following year. - Prepare the annual GHG inventory in accordance with ISO 14064-1:2018 and verify it through a verifier accredited by TGO. - Prepare a summary report on the progress and results of the Decarbonization Plan for submission to the Board of Directors to support consideration of further expansion. - Disclose information and results of the Decarbonization Plan through the annual report, the Company’s website and the SET ESG Data Platform to enhance operational transparency.

Risk Management

Risk 1 : Risk from the Transition of Climate Policies and Legislation

• Risk Characteristic

To achieve the national target of Net Zero greenhouse gas emissions, Thailand has advanced both economic and regulatory measures, particularly through the development of the Climate Change Act. Once enforced, this legislation may affect the Company’s operations and require appropriate readiness and compliance. Key regulatory mechanisms that may impose obligations on the Company include the Emission Trading Scheme (ETS), under which the Company may be designated as an entity subject to emissions reporting and allowance requirements; the Carbon Border Adjustment Mechanism (CBAM), which requires reporting and potential price adjustments for high-carbon imported fuels and commodities; and the Carbon Tax, which may directly apply to the Company as a distributor of coal.

• Risk Impact

These economic mechanisms may significantly increase the overall cost of importing and distributing coal, potentially requiring the Company to pass on some of the cost burden to customers, which may weaken the Company’s competitiveness in the market. Additionally, the Company may be indirectly impacted by behavioral changes among industrial customers who will need

to adjust their production processes to reduce greenhouse gas emissions in compliance with new regulations. This may lead to reduced coal consumption and an accelerated shift toward cleaner or renewable energy sources, potentially affecting the Company's long-term product demand.

• Risk Management Measures

The Company has managed climate transitional risks in a structured manner, focusing on data readiness, energy efficiency improvements and reducing environmental impacts across actual operations. Key measures include:

- Establishing business operations in accordance with the ISO 14001:2015 environmental management system to manage environmental impacts related to noise, air, and water. The Company sources only high-quality bituminous and sub-bituminous coal with lower ash and sulfur content, as well as establishing an organizational greenhouse gas management policy to support its Net Zero ambition.
- Preparing the GHG inventory and obtaining verification under ISO 14064-1:2018 through a verifier accredited by the Thailand Greenhouse Gas Management Organization (TGO). This provides a robust data foundation for organizational emissions management and enhances readiness for future climate legislation.
- Integrating energy conservation initiatives into operations, including installing solar rooftop systems at warehouse facilities to reduce dependence on external electricity and lower indirect emissions. The Company has also upgraded warehouse and port lighting systems to LED and implemented efficient energy control measures.
- Assigning relevant units to monitor progress on the draft Climate Change Act and other emerging regulations, as well as to assess economic mechanisms such as the carbon tax, ETS and CBAM, in order to evaluate potential risks and prepare appropriate adaptation strategies.
- Diversifying business risks by exploring opportunities in alternative energy solutions, such as low-carbon logistics, biomass-based fuels and refuse-derived fuels, as well as improving fuel storage and transportation to strengthen resilience under a future low-carbon economy.
- Enhancing employees' understanding of climate change, energy conservation and environmental protection through training programs and awareness campaigns, fostering a sustainability-oriented organizational culture.

Risk 2 : Physical Risk from Extreme Weather Events

• Risk Characteristic

Natural disasters driven by climate change, such as floods, heavy rainfall and severe storms, may directly affect the Company's operations, particularly its warehouse and port facilities located along the Pasak River in Nakhon Luang District, Phra Nakhon Si Ayutthaya Province. This area is prone to flooding during the monsoon season, as experienced in 2011. Although the incident did not cause direct damage to the Company's inventory due to flood-resistant facility design, the increasing frequency and severity of extreme weather events may heighten future risks to business continuity, employee safety and asset protection.

• Risk Impact

Extreme weather events may disrupt coal handling and distribution, preventing the Company from fulfilling customer delivery schedules. This may lead to delivery delays and additional transportation costs or the need to procure alternative port facilities. There is also a risk of damage to assets, infrastructure and electrical systems, as well as deterioration in coal quality due to excess moisture, which may affect the Company's operational efficiency in the long term.

• Risk Management Measures

The Company has implemented measures to manage risks associated with extreme weather events to safeguard business continuity and asset safety, including:

- Implementing stringent flood prevention measures, including the construction of a 6-meter-high earthen embankment surrounding the warehouse premises and planting more than 20,000 trees around the perimeter to prevent water inflow. These

measures proved effective during the major flood event in 2011. The Company also constructed enclosed storage and coal-sorting structures to control air emissions and reduce external moisture exposure, and maintains insurance coverage to protect assets and inventory in case of emergency events.

- Developing a Business Continuity Plan (BCP) for situations in which the primary warehouse or port becomes unusable. The Company has identified alternative warehouse locations outside flood-prone areas and secured backup port arrangements to ensure uninterrupted coal handling and distribution in emergencies. Emergency response manuals have also been established to address scenarios such as shipping accidents, flooding, fires and chemical spills.
 - Investing in renewable energy and energy conservation initiatives to enhance environmental performance, including installing solar rooftop systems at warehouse facilities to reduce dependence on external electricity and implementing measures to reduce water and electricity consumption in offices and warehouses. In doing so, the Company contributes to lowering greenhouse gas emissions, a key driver of climate change.
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Plan Change History of JUMP+
(Edition No. 2, 06 Jul 2026)

Section 1 Business Plan

Target in 2028

Edition No. 1 : 02 Jun 2026

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Operating revenue (million baht)	13,280	14,744	-	19,000 - 21,000

Edition No. 2 : 06 Jul 2026

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Revenue (million baht)	13,280	14,744	15,402.00	19,000 - 21,000