



## JUMP+ Plan

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# Bioscience Animal Health Public Company Limited (BIS)

Year 2026 - 2028

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and disseminated on 29/01/2026

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CG Report :

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## Business Type

A manufacturer, importer and distributor of pharmaceuticals, tools, equipment and products for livestock and pets.

Financial Statement				
Year	2024	2023	2022	2021
Income Statement (MB)				
Revenues	2,374.43	2,426.93	2,219.68	1,986.07
Expenses	2,279.59	2,358.64	2,137.65	1,890.26
Net Profit	65.04	50.71	55.92	72.41
Balance Sheet (MB)				
Assets	1,252.60	1,228.09	1,085.14	919.11
Liabilities	438.87	437.59	316.59	652.28
Shareholders' Equity	802.14	779.85	761.00	265.48
Cash Flow (MB)				
Operating	104.40	-22.56	-32.74	36.73
Investing	-1.19	61.59	-142.58	-15.44
Financing	0.66	-36.25	125.30	25.57
Financial Ratio				
EPS (Baht)	0.21	0.16	0.20	0.33
GP Margin (%)	14.88	13.80	14.44	17.57
NP Margin (%)	3.02	2.18	2.69	3.46
D/E Ratio (Times)	0.54	0.55	0.41	2.44
ROE (%)	8.22	6.58	10.89	27.27
ROA (%)	7.65	5.90	8.19	10.50

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	100.00 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. BIS has set a target to grow its revenue to THB 3,000 million and achieve a net profit of THB 100 million by 2028, reflecting its strong operational capabilities, sales performance, and ongoing efforts to optimize and restructure its cost structure for greater efficiency.	✓	✓	
Governance Plan			
1. Enhancing anti-corruption and fraud prevention efforts			
2. Enhancing whistleblowing mechanisms			
3. Enhancing governance of information security			
Climate Action Plan			
1. Greenhouse gas inventory (GHG) plan			

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# Section 1

## Business Plan

Business Plan

### Target in 2028

	YE/2022	YE/2023	YE/2024	Target in 2028
Net Profit (Million Baht)	55.92	50.71	65.04	100.00

The Company has set a target net profit of Baht 100 million by 2028, representing a compound annual growth rate (CAGR) of 13% during 2026–2028. This growth is expected to be driven by both organic growth from internal operations and selective inorganic growth through well-considered investments.

Over the next three years, the Company will strengthen its Food Animal business to maintain the stability of its core operations, while accelerating the development of the Companion Animal business to enhance its contribution to overall performance. This strategic direction will enable the Company to gain on higher-growth and higher-margin markets, while continuing to reinforce its existing core business. In addition, the Company has a dedicated strategy to expand its diagnostics portfolio, a high-margin business that supports revenue growth from veterinary hospitals, veterinary clinics, and the poultry animal segment.

The Company also recognizes strong growth potential in international markets and plans to expand operations into selected countries within the region. This expansion is expected to enhance revenue diversification and long-term sustainability.

To improve profitability, the Company will focus on portfolio optimization to enhance margins, while maintaining operational efficiency discipline to ensure effective cost management.

In addition to organic growth, the Company is actively exploring mergers and acquisitions (M&A) opportunities with partners that share similar growth visions, operate within related value chains and have the potential to collaborate in creating long-term value.

### Growth plan/Increase business value

**BIS has set a target to grow its revenue to THB 3,000 million and achieve a net profit of THB 100 million by 2028, reflecting its strong operational capabilities, sales performance, and ongoing efforts to optimize and restructure its cost structure for greater efficiency.**

The Company has set a target to increase net profit to THB 100 million by 2028, driven by a combination of organic growth from its core businesses, disciplined enhancements in operational efficiency, and carefully selected mergers and acquisitions (inorganic growth) that are aligned with the Company’s long-term strategic direction.

#### Strategy Plan 1: Strengthen the Core Food Animal Business

##### 1. Capture more integrated feed mills

- Expand market penetration by targeting integrated feed mills, with a focus on large industry players, to broaden the customer base. This approach will help enhance revenue stability and generate consistent high-volume sales

- Increase transaction size from existing integrated feed mill customers by offering products that improve production efficiency and enhance overall business competitiveness

## **2. Increase sales through new innovative product variations**

- Select strategic products that address specific customer needs, with an emphasis on solutions that improve food animal productivity and farming efficiency
- Align product offerings with the requirements of integrated feed mill, thereby increasing distribution volumes and expanding sales of higher-margin product categories
- Continue to prioritize research and development (R&D) of own-brand products, such as leveraging biotechnology, to differentiate product quality and performance, while supporting long-term competitiveness and margin expansion

## **3. Expand to new animal segments e.g. aquatic animals**

- Enter the aquatic animal segment by introducing new products and developing specialized solutions for aquatic species to capture growth opportunities in high-growth industries such as Hiend Benefish and future innovations. This will help diversify revenue streams and reduce reliance on the terrestrial animal segment

## **4. Focus on high margin products**

- Develop BIS own brand products with higher margins, focusing on offerings that directly address farmers' needs, such as antibiotics and vaccines for food animals

## **5. Reformulation of complete feed to enhance margin**

- Improve complete feed formulations to optimize cost efficiency and enhance gross margin performance, through the use of appropriate raw materials while consistently maintaining high product quality standards

### **Strategy Plan 2: Grow Companion Animal Business**

#### **1. Increase sales of own brand**

- Increase the proportion of revenue generated from own brand products such as Dr. Nicko, Paw Choice, and other brands to be developed in the future
- Enhance brand awareness and repeat purchase rates among pet owners through proactive marketing initiatives, new product launches in high-demand categories (e.g. dermatological care products and specialty pharmaceuticals), and by strengthening the quality, credibility, and reliability of the Company's branded products

#### **2. Increase distribution channels**

- Continue to expand market access across both large and small pet shops to increase product visibility and encourage consumer trial

#### **3. Increase the proportion of supplement products**

- Increase sales of dietary supplement products, which are among the high-margin and high-growth product categories. This strategy aligns with the increasing global demand for pet health care. The Company will drive vitamin and pet supplements to gain access to a broader and more diversified range of distribution channels

### **Strategy Plan 3: Expand International Presence**

#### **1. Increase performance in existing countries**

- Maintain the growth trajectory of the food animal product business in existing export markets by working closely with local distributors to increase sales, improve marketing effectiveness, and enhance technical support services, thereby building strong relationships with farms and local breeders.
- Recruit new distributors to expand sales in other livestock segments (e.g., extending into local poultry breeds or aquaculture), with a focus on distributors that have a strong customer base and high growth potential. This will also help reduce risks associated with reliance on a single distributor.
- Initiate the companion animal business in international markets by selecting products that align with local consumer behavior (e.g. food and health-related products), to test the market and pursue gradual expansion

#### **2. Enter new strategic countries**



- Expand into the Indonesian market and other high-growth countries driven by rising demand for livestock and pet products. Market entry into new countries will be assessed based on market readiness, animal population size, regulatory requirements, distributor capability, and local customer demand.

#### **Strategy Plan 4: Grow Diagnostic Business for All Animals**

##### **1. Grow sales of diagnostic test kit products for both companion animal and food animal**

- Select strategic diagnostic products that effectively address customer needs
- Increase market penetration in the companion animal segment by promoting advanced and innovative diagnostic solutions, focusing on veterinary hospitals and clinics to enhance diagnostic accuracy, support holistic disease management, and build confidence among pet owners

##### **2. Increase basket size per integrated feed mills**

- Increase transaction size from existing integrated feed mill customers by offering additional products and expanding product choices
- Drive cross-selling activities with animal health products such as preventive medicines and vaccines

##### **3. Focus on driving higher sales of diagnostic test kit to poultry segment**

- Expand sales of key diagnostic test kits for poultry, including tests for Newcastle Disease Virus (NDV), Avian Influenza (AI), and bacterial gastrointestinal diseases such as Salmonella, as well as other regionally relevant diseases, to help farmers mitigate outbreak risks

#### **Strategy Plan 5: Operational Efficiency**

##### **1. Consolidation of back office**

- Integrate key support functions such as accounting, finance, procurement, logistics, and warehousing, into a centralized back office to improve efficiency, reduce process duplication, and enhance transaction accuracy
- Reduce fixed costs and standardize operating practices across all business units, ensuring consistent service quality and control standards

##### **2. Digital Transformation**

- Implement core digital systems, including ERP, CRM, inventory management systems, and sales tools, to strengthen digital workflows, and reduce reliance on labor-intensive processes. This enables real-time access to critical information such as inventory levels and customer purchase history for sales and operations teams
- Leverage data analytics and business intelligence to support decision-making, positioning BIS as a data-driven organization capable of supporting sustainable long-term growth

#### **Strategy Plan 6: Explore Inorganic Growth**

##### **1. Invest in animal feed producer**

- Target investments in animal feed manufacturers with diversified processing capabilities across swine, broilers, chicken layers, and aquatic animals, to enhance cost competitiveness and capturing economies of scale
- Seek large-scale, with high technology advancement readiness to enable joint product development, such as functional feed additives for livestock and companion animals. Seek large-scale producers, with high technology advancement readiness to enable joint product development, such as functional feed additives for food animals and companion animals. These partnerships will also serve as a foundation for co-investment in innovative manufacturing businesses with strategic partners, strengthening production capabilities and creating long-term value for the Company's product portfolio

##### **2. Invest in pet food business with proven market success**

- Invest in pet food companies with proven market success and strong growth trajectories, allowing BIS to enter high-growth segments with lower execution risk compared to building new brands from the beginning stage

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

- Growth
- Profitability & Efficiency



Targets

Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	9M/2025	2026	2027	2028
Revenue Growth (%) <small>YoY Growth Rate</small>	-2.16	-3.22	13.3%	14.8%	11.2%
Net Profit Margin (%)	3.02	2.97	3.2%	3.2%	3.4%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Strengthen the Company’s core business foundation by enhancing growth potential in the Food Animal segment, reinforcing market leadership, and delivering stable growth from BIS’s core operations through sales expansion and product performance enhancement that addresses customer and market needs.	2026	<ul style="list-style-type: none"><li>Increased revenue contribution from Integrated Feed Mill customers</li></ul>
		<ul style="list-style-type: none"><li>Improved sales performance of animal supplements and vitamin products</li></ul>
		<ul style="list-style-type: none"><li>Sales growth in the Food Animal business of +10–15% YoY</li></ul>
	2027	<ul style="list-style-type: none"><li>Continued increase in market share of terrestrial animal products</li></ul>
		<ul style="list-style-type: none"><li>Improvement in gross margin across all Food Animal product categories</li></ul>
		<ul style="list-style-type: none"><li>Sales growth in the terrestrial animal business of +10–15% YoY</li></ul>
	2028	<ul style="list-style-type: none"><li>Increased market share of aquatic animal products within the Food Animal portfolio, particularly in feed additive products</li></ul>
		<ul style="list-style-type: none"><li>Improvement in gross margin across all Food Animal product categories</li></ul>
		<ul style="list-style-type: none"><li>Sales growth in the Food Animal business of approximately +5–10% YoY</li></ul>

Strategic Initiative	Year	Expected Outcomes
Accelerate the growth of the Companion Animal business to establish it as a key growth engine for revenue and profitability over medium to long term, from the strong market expansion and high-margin characteristics, while strengthening the Company’s brand positioning across the Companion Animal value chain.	2026	<ul style="list-style-type: none"> <li>Initial expansion of product distribution across pet shops, animal hospitals, and veterinary clinics</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Further expansion of distribution through pet shops, animal hospitals, and veterinary clinics</li> <li>Improvement in gross margin of Companion Animal products</li> <li>Sales growth in the Companion Animal business of +15–20% YoY</li> </ul>
	2028	<ul style="list-style-type: none"> <li>The Companion Animal business achieves a significant contribution to the Company’s overall revenue and profit, with sales growth of +15–20% YoY</li> <li>The Company can sustain higher gross margins in the Companion Animal business and reallocate resources toward additional related operational investments</li> </ul>
Enhance BIS’s international operations by strengthening performance in existing markets and strategically expanding into new countries, creating a diversified revenue base, reducing reliance on the domestic market, and improving long-term revenue resilience.	2026	<ul style="list-style-type: none"> <li>Reduced dependence on key markets (e.g. Cambodia) and enhanced revenue stability through multi-market diversification</li> <li>Initial expansion of the Companion Animal business in international markets</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Expansion of Companion Animal products in overseas markets, generating sales momentum and a stable customer base</li> <li>Significant growth in international business sales</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Establish partnerships with new overseas distributors (e.g. local poultry or aquatic animal businesses)</li> <li>Entry into new target markets with controlled costs and risks</li> <li>3) Sales growth in the international business of +10–15% YoY</li> </ul>

Strategic Initiative	Year	Expected Outcomes
Accelerate growth in the animal diagnostics business by expanding comprehensive diagnostic solutions and strengthening BIS’s role as a trusted diagnostic partner across both the Food Animal and Companion Animal markets, enhancing disease screening quality and creating long-term customer value.	2026	<ul style="list-style-type: none"><li>Expanded portfolio of technology-driven and innovative diagnostic products/solutions covering key diseases in both Food Animal and Companion Animal segments</li></ul>
		<ul style="list-style-type: none"><li>Sales growth in the diagnostics business of +1% YoY</li></ul>
	2027	<ul style="list-style-type: none"><li>Increased adoption of diagnostic test kits represented by the Company (e.g. IDEXX) among veterinary hospitals and clinics in the Companion Animal segment</li></ul>
		<ul style="list-style-type: none"><li>Sales growth in the diagnostics business of +1–5% YoY</li></ul>
	2028	<ul style="list-style-type: none"><li>A broader portfolio of innovative diagnostic technologies and solutions covering critical diseases across both Food Animal and Companion Animal segments, with BIS recognized as a trusted partner, driving wider industry demand</li></ul>
		<ul style="list-style-type: none"><li>Sales growth in the diagnostics business of +1–5% YoY, with an increasing contribution to total revenue</li></ul>
Enhance cost efficiency and operational quality by streamlining internal structures and establishing a strong digital foundation to support BIS’s sustainable long-term growth.	2026	<ul style="list-style-type: none"><li>Initiation of organizational restructuring and consolidation of back-office systems across business units to improve operational efficiency</li></ul>
		<ul style="list-style-type: none"><li>Effective control of operating expenses relative to total revenue, despite continued investments in marketing and R&amp;D to support business expansion</li></ul>
	2027	<ul style="list-style-type: none"><li>Reduction in the SG&amp;A to total revenue ratio, driven by back-office consolidation and elimination of redundant processes</li></ul>
		<ul style="list-style-type: none"><li>Initial implementation of digital systems to support transaction processing and workflows across multiple functions, laying the foundation for future digital development and improving overall operational efficiency</li></ul>
	2028	<ul style="list-style-type: none"><li>Continued decline in SG&amp;A to total revenue ratio, supported by further back-office integration and process optimization</li></ul>

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"><li>Enhanced use of data insights to more accurately identify market demand, increasing the success rate of new product development and sourcing in alignment with genuine market trends</li></ul>
Pursue business expansion through mergers and acquisitions (M&A) focuses on strategically related businesses to enhance growth opportunities, increase scale, strengthen product portfolio completeness, and establish long-term partnerships, which will elevate profitability and competitiveness across both Food Animal and Companion Animal businesses.	2026	<ul style="list-style-type: none"><li>Investments in related businesses that primarily enhance net profit in the Food Animal segment</li></ul>
		<ul style="list-style-type: none"><li>A significant increase in net profit</li></ul>
	2027	<ul style="list-style-type: none"><li>Improvement in the Company’s overall return on investment (ROI/ROIC)</li></ul>
		<ul style="list-style-type: none"><li>Investments in related businesses contributing to an increase in total net profit of +10–15% YoY</li></ul>
	2028	<ul style="list-style-type: none"><li>Sustained net profit growth of +10–15% YoY from both Food Animal and Companion Animal businesses</li></ul>
		<ul style="list-style-type: none"><li>Collaboration along the value-chain to enhance advantages in pricing, quality, and delivery</li></ul>
		<ul style="list-style-type: none"><li>Further strengthening of a fully integrated product portfolio across both Food Animal and Companion Animal segments</li></ul>

Risk Management

Risk 1

Outbreak of Animal Diseases

Risk Characteristic

Animal disease outbreaks remain a significant business risk, as they may lead to a decline in product sales related to the affected animal species.

Risk Impact

- This may result in weakened health and death in livestock, directly impacting the operations of farm businesses, including the level of product demand, purchasing power, operating performance, and financial position of the Company’s customers

Risk Management

- The Company provides scientific and technical knowledge to customers regarding the spread and prevention of infectious diseases, including on-farm biosecurity and control systems

- The Company offers diagnostic and monitoring solutions to support effective disease surveillance and outbreak management

## Risk 2

Credit Risk from Trade Receivables

### Risk Characteristic

The Company grants credit terms to customers, where the credit period varies depending on the product type and the credit profile of each customer. This may expose the Company to risks relating to delayed or defaulted payments.

### Risk Impact

- The Company unable to fully collect outstanding trade receivables within the agreed credit terms

### Risk Management

- The Company has established clear operational guidelines for the monitoring and collection of trade receivables. Experienced Credit Management Department will monitor closely to oversee customer credit risk, including support proactive debt-collection, and preparation and review of AR Aging Reports

## Risk 3

Political Uncertainty in Key Export Markets

### Risk Characteristic

Political instability in countries where BIS exports products or has business partners may create operational uncertainty. This may include changes in government, economic policy, livestock-industry regulation, or enforcement of import–export controls.

### Risk Impact

- A decline in product demand in the destination market or disrupt logistics and distributor operations, resulting in revenue volatility. At the same time, this may lead to a shortage of goods or raw materials within the country.

### Risk Management

- The Company aims to diversify its geographic exposure by expanding into multiple countries, thereby reducing reliance on any single market. Target markets are evaluated based on growth potential in both livestock and companion-animal industries
- The Company has implemented advance import planning through a demand planning system to mitigate the risk of shortages of raw materials and products for sale

## Risk 4

Secure Investment Deals and Achieve Post-Merger Profitability

### Risk Characteristic

The Company may face uncertainties in negotiating, sourcing, and closing investment or acquisition deals (M&A) that align with corporate strategy, particularly given the need to assess valuation suitability, target readiness, and post-merger integration challenges.

### Risk Impact

- If the Company is unable to secure investments or acquisitions that are appropriately valued, or cannot successfully integrate the acquired business, the expected profitability from transactions may not be realized. This could reduce the overall value of the investment, cause the return on investment (ROI) to fall short of target levels, and weaken the Company's long-term strategic growth effectiveness

**Risk Management**

- The Company enhances rigor and credibility in its investment process by engaging strategic consultants to help identify and screen inorganic-growth opportunities aligned with business direction
- The Company appoints Financial Advisors (FA) to support valuation assessment, deal structuring, and negotiation to ensure fair value and protect shareholder interests

**Risk 5**

Revenue and Synergy Realization Falling Short of Plan

**Risk Characteristic**

Risk that newly invested businesses or synergy initiatives may not achieve operational benefits, resulting in lower-than-expected investment value and extended payback periods

**Risk Impact**

- The Company may experience a decline in return on investment (ROI), which could adversely affect the profitability of the related businesses and potentially result in additional restructuring costs

**Risk Management**

- The Company will closely monitor and evaluate the performance of its invested businesses by establishing clear performance indicators covering revenue, cost management, and competitiveness. In parallel, cross-functional teams will be formed across business units to drive operational integration in line with the defined plan.

## **Section 2**

### **Governance Plan**



# Governance Plan

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

The company is committed to conducting business with transparency and adhering to good corporate governance principles. It has enhanced its anti-corruption measures through policy review, risk assessment, and employee knowledge enhancement, along with establishing secure and verifiable complaint channels. Furthermore, the company plans to join the Collective Action Coalition Against Corruption (CAC) and aims to operate according to the specified criteria to obtain membership certification in the future. This initiative reaffirms its commitment to conducting business transparently, fairly, and in line with good corporate governance and organizational sustainability.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> <li>An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence</li> </ul>	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> <li>The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors</li> </ul>	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Signatory	In the process of applying for certification.	Certified
Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	In progress	In progress	Top 3 Customers

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Anti-Corruption and Bribery Enhancement Plan	2026	<ul style="list-style-type: none"><li>• Review and revise the anti-corruption policy at least once a year.</li><li>• Anti-corruption performance reports are submitted to management and the Board of Directors at least once a year.</li><li>• At least 80% of employees have completed anti-corruption training.</li><li>• Internal communication on ethics and transparency at least once a year.</li></ul>
	2027	<ul style="list-style-type: none"><li>• Prepare a plan and application documents for the CAC project.</li><li>• Monitoring and evaluation of compliance with anti-corruption policies and practices</li></ul>
	2028	<ul style="list-style-type: none"><li>• Certified CAC by the Thai Institute of Directors Association (Thai IOD)</li></ul>

## Risk Management

### Risk 1

Risk of non-certification from CAC (Thai IOD)

#### Risk Characteristic

The process of preparing documents and evidence for CAC certification application may be incomplete, inaccurate, or not in accordance with the specified criteria of the CAC project. This is due to a lack of systematic data collection planning, and responsible personnel or relevant employees may lack the knowledge, understanding, and skills required to prepare documents according to CAC requirements, thereby leading to errors or delays in the process.

#### Risk Impact

- Submission for CAC certification is delayed or fails to pass the certification review.
- reduces the organization's credibility in terms of governance and transparency affecting the company's image among stakeholders.

#### Risk Management

- Appoint and assign responsible personnel for submitting CAC certification documents to supervise and be responsible for the systematic collection of documents.
- Develop a plan for collecting and verifying documents strictly according to the CAC project checklist.
- Organize training for employees and responsible personnel regarding the criteria, procedures, and guidelines for CAC certification submission.
- Monitor progress annually by the Audit Committee.

## Enhancing whistleblowing mechanisms

The company plans to enhance its whistleblowing system to be more transparent, accessible, and secure. This will be achieved by establishing various reporting channels and defining systematic processes for receiving, investigating, and reporting results, thereby fostering an organizational culture committed to integrity and accountability.

### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	Complete	-	-	-
<ul style="list-style-type: none"><li>The company has established a formal, written whistleblowing policy and procedures, which have been approved by the Board of Directors</li></ul>	Complete	-	-	-
<ul style="list-style-type: none"><li>Appointment of an impartial recipient for whistleblowing reports.</li></ul>	Complete	-	-	-
<ul style="list-style-type: none"><li>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.</li></ul>	Complete	-	-	-
<ul style="list-style-type: none"><li>The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.</li></ul>	Complete	-	-	-
1	-	In Progress	In Progress	Success

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Whistleblowing System Enhancement Plan	2026	<ul style="list-style-type: none"><li>Expand whistleblowing channels to provide broader coverage, including a dedicated email address, internal website, and online reporting form.</li><li>Establish clear procedures for receiving, reviewing, and securely maintaining information with strict confidentiality.</li><li>Monitor whistleblowing cases and report outcomes to management or the Board of Directors at least once a year.</li></ul>
	2027	<ul style="list-style-type: none"><li>Communicate to employees and stakeholders the whistleblowing procedures and the rights of whistleblowers, emphasizing protection measures against retaliation or discrimination.</li></ul>

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"><li>• Conduct training sessions or internal communications at least once a year.</li><li>• Review and improve the reporting intake and complaint investigation processes to ensure they are more up-to-date and effective.</li></ul>

## Risk Management

### Risk 1

Whistleblowing Risk

#### Risk Characteristic

- Employees are hesitant to report irregularities due to safety concerns.
- Reporting channels are not widely known or are difficult to access.

#### Risk Impact

- Corruption or ethical violations occur unchecked
- Loss of organizational credibility and transparency

#### Risk Management

- Enhance the policy for preventing the use of inside information to be more effective.
- Improve the policy and procedures for whistleblowing to be clear.
- Communicate to employees the channels and procedures for whistleblowing.
- Review and develop the whistleblower system at least once a year.

## Governance of Risk and Management Compliance

### Enhancing governance of information security

The company plans to strengthen its information security management system to be efficient and compliant with international standards by regularly reviewing data security policies and practices, conducting cyber risk assessments, and updating control measures as appropriate. This includes promoting awareness among all employees regarding data security through continuous training and internal communication, as well as enhancing technological readiness to prevent cyber threats and respond to information security incidents promptly and effectively.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	Complete	-	-	-
<ul style="list-style-type: none"><li>• The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.</li></ul>	Complete	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> <li>Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.</li> </ul>	Complete	-	-	-
Conduct cybersecurity penetration testing at least once every three years.	-	In Progress	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Cybersecurity Enhancement Plan	2026	<ul style="list-style-type: none"> <li>Develop a Business Continuity Management Plan, with the Business Continuity Plan (BCP) reviewed and updated at least once a year.</li> <li>Ensure response time to simulated incident scenarios does not exceed the defined targets.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Implement a comprehensive cybersecurity improvement plan, including regular risk assessments and vulnerability assessments of IT infrastructure.</li> <li>Successfully conduct data backup system testing at least once a year.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Obtain certification or assessment validation from an independent external auditor.</li> </ul>

Risk Management

Risk 1

Organizational Behavioral Risk

Risk Characteristic

Employees may lack knowledge, understanding, and awareness of the importance of cybersecurity measures, such as password creation, personal data protection, or reporting unusual incidents. Furthermore, internal communication regarding policies and guidelines may be unclear, leading to incorrect practices or non-compliance with company policies.

Risk Impact

- Employees unintentionally violate policies, such as customer data leaving the system.

- Cybersecurity incidents occur due to personnel negligence.
- Cybersecurity measures are not effectively implemented.
- Customer and partner confidence decreases.

**Risk Management**

- Organize training and raise awareness in an easy-to-understand format, such as videos, real-life scenarios, and online tests (E-Learning).
- Communicate regularly within the organization via email, internal Line groups, or notice boards.

**Risk 2**

Cybersecurity Risk (Cybersecurity)

**Risk Characteristic**

Technology and information systems are crucial tools for driving businesses and organizations forward, concurrently with the transformation of businesses into a digital society, as customer data, financial data, and other information are essential for the company's business operations.

**Risk Impact**

- Malicious actors are threatening the data of various organizations and are increasingly employing sophisticated methods to access critical data of business entities. This development leads businesses to face elevated risks from cyber threats.

**Risk Management**

- Establish information system security measures to serve as operational guidelines for effectively controlling and overseeing the use of information technology.
- Management of issues concerning the prevention of potential problems arising from improper use of computer networks.
- Computer system security system and administrators preventing system intrusion via the network
- Testing compliance with emergency plans to address threats.
- Review and update information technology security policies annually.

## **Section 3**

### **Climate Action Plan**



# Climate Action Plan

## Greenhouse gas inventory (GHG) plan

The greenhouse gas accounting plan under the Jump+ project aims to systematically collect, analyze, and report the organization's greenhouse gas emissions in accordance with relevant standards. This will serve as a crucial database for determining strategies to reduce greenhouse gas emissions, supporting the Climate Action plan, and the company's sustainability operations.

### Targets

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	In Progress	In Progress	Success
Prepare the carbon footprint of products manufactured at the factory.	In Progress	In Progress	Success

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Climate Action Enhancement Plan	2026	<ul style="list-style-type: none"><li>Plan and collect greenhouse gas emissions data for the office, warehouse, and factory in Scope 1-2 to compare with the Base Year.</li><li>Develop a plan to reduce electricity consumption in the office area and install Solar Rooftop to reduce greenhouse gas emissions and energy costs in the warehouse and factory areas.</li><li>Prepare a carbon footprint assessment for products manufactured in the factory to systematically identify carbon emissions at every stage of production.</li><li>Build overall knowledge and understanding of the importance of greenhouse gas reduction management among employees.</li><li>Announce an electric vehicle policy for employees.</li></ul>
	2027	<ul style="list-style-type: none"><li>Develop a plan to reduce electricity consumption in the office area and reduce greenhouse gas emissions and energy costs by generating electricity for self-consumption from a Solar Rooftop system in the factory.</li></ul>
	2028	<ul style="list-style-type: none"><li>Reduce reliance on electricity generated from fossil fuels by at least 5% compared with the Base Year.</li></ul>

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> <li>Reduce the use of internal combustion engine vehicles and increase the adoption of electric vehicles (EVs) to more than 50% of the total vehicle fleet.</li> </ul>

Risk Management

Risk 1

People Awareness Risk

Risk Characteristic

Employees do not yet possess a comprehensive understanding of greenhouse gases, which results in suboptimal data collection and implementation of carbon reduction measures.

Risk Impact

- leading to GHG emission calculation results that do not reflect the actual situation, thereby affecting the credibility of the report.
- Data collection process is delayed and unsystematic.
- Energy and carbon reduction measures are not yielding tangible results.

Risk Management

- Establish a central database system (GHG Data Management System) and train employees on proper data collection and recording.
- Utilize external consultants to support data preparation and provide guidance on data entry to ensure compliance with verification standards.
- Build overall understanding of greenhouse gases, organize knowledge-sharing activities / workshops, and conduct a "Reduce Carbon" campaign within the organization.