



JUMP+ Plan



CHUWIT FARM (2019) PUBLIC COMPANY LIMITED (CFARM)

Year 2026 - 2028

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Agro & Food Industry

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

The company conducts a livestock farming business for raising broiler chickens under the contract farming term.

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	210.72	224.31	240.99	N/A
Expenses	200.76	207.18	199.53	N/A
Net Profit	10.85	10.14	30.49	N/A
Balance Sheet (MB)				
Assets	840.42	869.87	730.13	N/A
Liabilities	171.72	211.59	274.75	N/A
Shareholders' Equity	668.70	658.28	455.38	N/A
Cash Flow (MB)				
Operating	70.20	36.13	93.65	N/A
Investing	10.41	-29.27	14.77	N/A
Financing	-50.71	117.71	-77.58	N/A
Financial Ratio				
EPS (Baht)	0.02	0.02	0.07	N/A
GP Margin (%)	18.89	18.80	22.47	N/A
NP Margin (%)	5.15	4.52	12.65	N/A
D/E Ratio (Times)	0.26	0.32	0.60	N/A
ROE (%)	1.63	1.82	6.69	N/A
ROA (%)	1.17	2.14	5.68	N/A

JUMP+ Plan

Business Plan

Target in 2028

EBITDA	100 - 115 Million Baht
Net Profit	60.5 Million Baht
Sales Revenue	408.20 Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : CFARM Tripple Plus Model 1 COMPETENCY : JUMP+	✓	✓	✓
2. Strategic Plan 2 : CFARM 3+ Growth Model: LEVEL+ Expansion Growth Model 2 focuses on elevating operational capacity to international standards while expanding production into new livestock sectors. This growth is supported by advanced ERP systems and Artificial Intelligence (AI) integration	✓	✓	✓
3. Strategic Plan 3 : CFARM 3+ Growth Model: VALUE+ ESG Model 3 focuses on generating added value by integrating ESG principles, driving sustainable growth and long-term resilience	✓	✓	✓

Governance Plan

1. Enhancing the competency and performance of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing whistleblowing mechanisms
4. Strengthening emerging risk oversight practices
5. Enhancing governance of information security
6. Formulation of a succession plan for the CEO, executive management, and critical roles

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
EBITDA (Million Baht)	95.67	68.68	59.34	100 - 115
Net Profit (Million Baht)	30.49	10.14	10.85	60.5
Sales Revenue (Million Baht)	228.40	224.30	214.30	408.20

1. Growth Dimension: focusing on business expansion, increasing revenue from the current revenue base, and generating revenue from horizontal integration business expansion (Horizontal Integration).

Growth plan/Increase business value

Strategic Plan 1 : CFARM Tripple Plus Model 1 COMPETENCY : JUMP+

OEE Operating Efficiency & Effectiveness Management – Key KPI of the Organization

1. Liveability Rate : The liveability rate of broiler chickens in the Contract Farming system is not just a technical figure but a key indicator of success for both the company and its contract partners. Maintaining a high survival rate helps generate stable income, reduce wasted costs, and strengthen trust between partners, forming the foundation for sustainable growth in the livestock farming business.

Impact on Company Revenue - The higher the survival rate, the more the company can deliver chickens as contracted, ensuring full returns and reducing risks of losses.

Impact on Contract Partner Stability - Contract partners are assured of sufficient chicken supply for processing and marketing, which helps maintain continuity in the supply chain.

Production Cost Control - A low survival rate means wasted feed, medicine, and labor costs without returns. Maintaining a high survival rate increases resource efficiency.

Building Sustainable Relationships - When the company achieves standard survival rates, contract partners gain confidence and continue support, such as providing knowledge or technology.

Meeting Market and Consumer Needs - A high survival rate ensures sufficient quality products for competition in both domestic and international markets.

2. Fattening Rate (Product Weight: FCR, ADG, and Days) : The fattening rate of broiler chickens in Contract Farming reflects both farm management efficiency and business stability. Maintaining low FCR, high ADG, and appropriate rearing days reduces costs, increases output, and builds trust between the company and its partners, forming the foundation for sustainable growth in the livestock industry.

Feed Cost Control (FCR – Feed Conversion Ratio) - A low FCR means chickens efficiently convert feed into body weight, reducing feed costs the main expense in farming and increasing company profit.

Growth Acceleration (ADG – Average Daily Gain) - A high ADG indicates consistent growth, enabling chickens to reach target weight faster and reducing risks of disease or losses during rearing.

Rearing Period (Number of Days) - Achieving the target within the optimal number of days reduces labor and care costs, while allowing contract partners to plan production and marketing accurately.

Impact on Company Revenue and Stability - When chickens achieve good fattening rates aligned with weight, FCR, and ADG, the company delivers contracted output, receives full returns, and reduces risks of losses.

Impact on Contract Partner Supply Chain - Contract buyers can accurately forecast chicken quantity and quality, ensuring stable processing and distribution.

3. Quality Rate (Product Quality and Standards) : The quality rate in Contract Farming is not just about maintaining production standards but about creating value and credibility for both the company and its partners. Consistently maintaining broiler quality and standards increases revenue, reduces risks, and ensures long-term sustainability in livestock farming.

Reducing Quality Deductions from Contract Partners - Chickens with proper body shape, standard weight, and no abnormalities ensure full returns under the contract.

Building Trust and Long-Term Relationships - Consistent quality builds confidence in contract partners, encouraging continued agreements and support in technology or technical expertise.

Increasing Value and Market Opportunities - High-quality chickens can be processed into premium-grade products, boosting revenue and competitive advantage.

Reflecting Efficient Farm Management - Raising chickens to full quality demonstrates effective management of feed, water, health care, and environment standards valued by contract partners.

The company operates through intelligent farm management systems supported by the FOL: Farm On-Line platform, together with IoT solutions, enabling systematic and efficient management with modern technology

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

- Growth
- Profitability & Efficiency
- Stability

Targets

- **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Sales Growth (%) YoY Growth Rate	-4.00	-2.05	22.07	51.14	-3.28
Net Profit Margin (%)	4.52	5.15	4.95	8.09	15.88
ROE (%)	1.82	1.63	1.79	3.90	11.56

• Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Liveability Ratio	95.09%	95.50%	95.50%	95.50%
FCR	1.673	1.650	1.650	1.650
Quality Cost	0.18%	0.17%	0.16%	0.16%

Strategic Initiative

COMPETENCY JUMP+ : The key plan for upgrading and extending farm standards to the international level (LRQA) in order to expand into the European market is an integrated approach that emphasizes strict compliance with Animal Welfare and Biosecurity standards, while developing traceability systems and risk management aligned with EU requirements. At the same time, the adoption of digital technologies such as IoT, Big Data, and automation in farm management will enhance efficiency, reduce costs, and build trust among consumers and international partners. The ultimate goal is to strengthen sustainable competitiveness and secure long-term growth in the European export market.

Strategic Initiative	Year	Expected Outcomes
Upgrading and advancing international farm standards (LRQA) to expand into the European market: focusing on maintaining the highest standards of Animal Welfare and Biosecurity, while integrating digital technologies to enhance competitiveness in the export market	2026	<ul style="list-style-type: none"> All of the company’s farms undergo continuous Surveillance Audits every year, achieving Zero Non-Conformity with LRQA standards The company earns an additional Baht per kilogram (based on delivered chicken weight) as agreed from its contractual partner
	2027	<ul style="list-style-type: none"> All of the company’s farms undergo continuous Surveillance Audits every year, achieving Zero Non-Conformity with LRQA standards The company earns an additional Baht per kilogram (based on delivered chicken weight) as agreed from its contractual partner
	2028	<ul style="list-style-type: none"> All of the company’s farms undergo continuous Surveillance Audits every year, achieving Zero Non-Conformity with LRQA standards The company earns an additional Baht per kilogram (based on delivered chicken weight) as agreed from its contractual partner
Horizontal business expansion into layer (egg) production, starting with 200,000 hens, utilizing foreign poultry farming technology with Farm Management and Farm Online systems, combined with IoT and Artificial Intelligence	2026	<ul style="list-style-type: none"> By the fourth quarter of 2026, the company anticipates revenue growth, improved profitability, and enhanced value creation for investors Enhancing daily cash flow generation Developing a layer poultry farm financed 100% through IPO capital
	2027	<ul style="list-style-type: none"> Sustained growth in revenue, profitability, and cash flow across all 12 months of the year
	2028	<ul style="list-style-type: none"> Sustained growth in revenue, profitability, and cash flow across all 12 months of the year

Risk Management

Risk 1 : Risk of infectious disease outbreaks in poultry farming

- **Risk Characteristic**

There are significant risks from infectious disease outbreaks in poultry, potentially impacting both production volume and quality. Common poultry diseases include Newcastle disease, infectious bronchitis, and avian cholera, all of which adversely affect flock health and growth. Furthermore, certain poultry diseases, such as avian influenza, pose zoonotic risks, being transmissible to humans, with high severity and rapid spread.

- **Risk Impact**

Risk levels can be categorized as follows:

- Risk Level 1 (Farm level):

The Department of Livestock Development may order the culling of chickens raised within farms located less than 10 kilometers from an outbreak site. The company must bear the costs of farm cleaning and disinfection.

- Risk Level 2 (Inter-farm level):

In cases of severe animal disease outbreaks, the Department of Livestock Development may order the destruction of chickens, prohibit the movement of poultry and carcasses within a 10-kilometer radius. This prevents chickens from being sent to processing plants and prohibits the introduction of new chicks, causing operational cycles to be disrupted.

- Risk Level 3 (Community level):

Outbreaks may affect community confidence, especially with diseases transmissible from poultry to humans. This could lead to requests for temporary suspension of operations and impact employee and labor mobility within the community.

- Risk Level 4 (Provincial level):

If an area is declared an “animal epidemic control and surveillance zone,” it may disrupt the overall supply chain of business partners, potentially delaying or suspending chick deliveries within the province.

- Risk Level 5 (National level):

In the event of a nationwide animal disease outbreak, trading partner countries may suspend imports of livestock products from Thailand. This could force business partners to reduce production capacity, impacting company operations through reduced, delayed, or suspended production.

- **Risk Management Measures**

Risk Management Measures

Risk Level 1 – Farm Level

1. Strict 100% biosecurity measures in standard closed farming systems.
2. Control of employee and vehicle entry/exit, requiring compliance with standard disinfection procedures mandated by the Department of Livestock Development.
3. Proactive surveillance: farm veterinarians conduct daily health checks on chickens and submit daily reports. Any abnormal illness or mortality rates must be immediately reported to the Department of Livestock Development and business partners to ensure disease containment.
4. Emergency budget allocation for medicines, veterinary supplies, and disinfection.

Risk Level 2 – Inter-Farm Level

1. Farm lockdown measures: strict prohibition of farm entry and exit.

2. Supply chain management: close coordination with business partners and livestock authorities, with continuous situation assessment to plan lawful animal movement. Ensure sufficient reserves of feed, medicines, and veterinary supplies in case of extended rearing periods due to movement bans.

Risk Level 3 – Community Level

1. Communication and community engagement to build confidence by explaining the company’s strict preventive measures.
2. Employee safety: provision of standard personal protective equipment (PPE) and daily health screening of workers before entering the farm to minimize risks of zoonotic disease transmission.

Risk Level 4 – Provincial Level

1. Business Continuity Plan (BCP) focusing on financial liquidity management to withstand revenue disruptions.
2. Cash flow management: strict control of operating expenses and proactive credit management with financial institutions.

Risk Level 5 – National Level

1. Maintaining farm standards (e.g., GAP and other quality management systems) to preserve competitiveness and strengthen partner confidence.
2. Organizational strategy adjustment: aligning operations with partner policies while exploring long-term diversification opportunities to reduce reliance on single revenue sources or products.

Risk 2 : Risk exposure to natural disasters and unforeseen accidents

• **Risk Characteristic**

Uncontrollable risks impacting operations include natural disasters, as well as climate-related phenomena such as El Nio and La Nia.

• **Risk Impact**

Natural disasters, particularly the El Nio phenomenon, may result in higher-than-average temperatures and decreased rainfall, creating drought conditions and increasing the risk of water shortages for poultry operations

Natural disasters, particularly climate phenomena such as El Nio and La Nia, present significant operational risks. El Nio typically results in higher-than-average temperatures and reduced rainfall, leading to drought conditions and water shortages for poultry farming. Conversely, La Nia often brings excessive rainfall, heightening the risks of flooding, flash floods, and tropical cyclones, especially during the rainy season. These events can cause damage to life and property, disrupt poultry rearing, and impact transportation, logistics, feed supply, and veterinary products, thereby undermining both the efficiency and effectiveness of operations

• **Risk Management Measures**

1. Farm Location Management

Currently, the company’s farms are geographically diversified across five districts in Buriram Province:

- Prakhon Chai
- Nang Rong
- Lam Plai Mat
- Chamni
- Lahan Sai

This diversification helps reduce location-based risks.

2. Risk Transfer Management

The company mitigates risks by transferring them through comprehensive All Risks Insurance, covering all operational areas including:

- Headquarters
- Farms
- Poultry manure storage facilities

3. Controllable Factor Management – Water Resources

For water management, the company actively monitors and tracks data from the Meteorological Department. This enables assessment and preparedness for potential impacts from droughts and heavy storms, ensuring proactive water resource management.

Attachments

URL Link to the Document : https://chuwitfarm2019-my.sharepoint.com/:f:/g/personal/admin_chuwitfarm_com/IgAbTveXQX7RSrAdHiaWtafyAclXlBBe7z_370SYELeas8?e=mN2Rmp



Strategic Plan 2 : CFARM 3+ Growth Model: LEVEL+ Expansion Growth Model 2 focuses on elevating operational capacity to international standards while expanding production into new livestock sectors. This growth is supported by advanced ERP systems and Artificial Intelligence (AI) integration

ERP system management is centralized through a single source of data, supporting online and real-time reporting, Business Intelligence (BI) analytics, and KPI & Dashboard performance measurement. Furthermore, the targeted application of Artificial Intelligence (AI) strengthens operational capabilities and improves overall efficiency

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

- Growth
- Profitability & Efficiency
- Stability

Targets

Driving operational efficiency to improve profitability, accelerate business growth, and ensure long-term financial stability.

• Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Sales Growth (%) YoY Growth Rate	-4.00	-2.05	22.07	51.14	-3.28
Total Assets (MILLION BAHT)	869.87	840.42	960.00	1020.00	1010.00
OD (MILLION BAHT)	-	-	0	0	0
Total Liabilities (MILLION BAHT)	211.59	171.72	122.00	100.00	70.00

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Sales per Head	2.06	1.85	2.56	2.53

Strategic Initiative

Deploying a world-class ERP solution to empower executive management, fully integrated with Farm Online for real-time handling of receipts, payments, inventory, and production outputs. The implementation leverages Artificial Intelligence to drive efficiency and effectiveness, while simultaneously fostering organization-wide upskilling and reskilling of human capital

Strategic Initiative	Year	Expected Outcomes
Implementation of Oracle NetSuite system for accounting, finance, management, purchasing, warehouse management, costing, etc. across the entire organization including Broiler Information System, Layer Information System, and By-Product Information System	2026	<ul style="list-style-type: none"> Improve human resource efficiency and productivity, measured by the Sales-to-Headcount ratio. Linking the enterprise system with Farm Online to enable structured management of broiler production and cost efficiency Utilizing AI to capture data directly from weighing machines, enabling accurate recording and efficient information management
	2027	<ul style="list-style-type: none"> Extending the broiler production system to the layer (egg) production system to achieve effective information system management. Integrating reporting from the broiler and layer business units into a unified enterprise system to provide management information across all dimensions.
	2028	<ul style="list-style-type: none"> Delivering complete reporting powered by Business Intelligence, Key Performance Indicators, and interactive Dashboards

Risk Management

Risk 1 : Failure to achieve planned revenue and financial objectives adversely affects earnings per share

• **Risk Characteristic**

Unexpectedly that revenue falls short of the plan and financial objectives are not achieved, it directly affects profitability and has an adverse impact on earnings per share (EPS)

• **Risk Impact**

Key risks include:

- (1) revenue falling short of planned targets,
- (2) increased costs from enhanced biosecurity requirements,
- (3) pressure on net profit and earnings per share, and
- (4) potential negative impact on investor confidence.

• **Risk Management Measures**

Strategic Development and Efficiency Management

1. Farm Standards and Capacity Building

Developing farm standards to meet international levels, supported by efficient farm management systems to ensure productivity and quality compliance.

2. Financial and Budget Management

Effective planning and management of budgets, receivables, and cash flow to maintain stability and efficiency.

3. Cost Management and Sustainability

Driving cost efficiency and maximizing effectiveness for long-term sustainability.

- 3.1 Production Cost Management

Managing direct and indirect costs, along with labor efficiency.

- 3.2 Process Efficiency Improvement

Enhancing production processes through agri-industrial technologies such as Farm Management, Farm Online, and IoT.

- 3.3 Workforce Efficiency

Improving labor productivity through automation technologies and Artificial Intelligence (AI).

- 3.4 ERP System Integration

Strengthening operations with ERP systems for reporting, data management, statistics, analysis, synthesis, and Business Intelligence tools including KPI and Dashboard.

- 3.5 Energy Management

Adopting alternative and renewable energy solutions to support sustainable growth potential.

Risk 2 : The successful implementation of the 200,000layer hen project, despite possible uncertainties

- **Risk Characteristic**

Risks in the event that the construction of the layer hen farm is delayed and does not follow project management plans may affect:

1. Revenue and profit not meeting targets.
2. Significant increases in construction costs due to the impact of the Middle East war, which may affect all types of construction materials, leading to higher construction costs and consequently impacting depreciation and profit/loss.

- **Risk Impact**

Key Success Factors for Farm Development

1. Suitable Farm Construction Site

Selection of appropriate farm locations, with approval through public hearings, ensuring readiness for construction.

2. Modern Layer Hen Systems and Technology

Implementation of advanced poultry technologies, including modern cage systems, with the ability to import equipment from abroad while maintaining the same CAPEX level.

3. Human Resource Development

Training and developing personnel with the skills, knowledge, and capabilities required for efficient layer hen farming.

4. Information Management Systems

Establishing timely and efficient information systems for farm management, enabling effective decision-making and operational control.

• **Risk Management Measures**

Key Readiness Factors for Poultry Farm Project

1. Public Hearing and Site Readiness

Conducting surveys and securing approval from local communities and residents : Public Hearing , ensuring alignment and readiness for farm construction alongside company growth.

2. Technology Systems and Procurement

Modern layer hen technologies imported from abroad with confirmed pricing and delivery schedules, ensuring compliance with CAPEX planning.

3. Human Resource Development

Training existing personnel and recruiting new staff to prepare for the operation of the layer hen farm system.

4. ERP System Management

Managing ERP systems according to strategic objectives, enabling timely and efficient operations, reporting, and decision-making.

Strategic Plan 3 : CFARM 3+ Growth Model: VALUE+ ESG Model 3 focuses on generating added value by integrating ESG principles, driving sustainable growth and long-term resilience

ESG strategy or sustainability reports

E (Ecology): advancing clean and renewable energy solutions to restore balance with nature.

S (Social Integration): fostering community partnerships to build stability and sustainable coexistence.

G (Governance Excellence): ensuring transparent governance with accountability and stakeholder engagement across all dimensions.

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

- Profitability & Efficiency
- Growth
- Stability

Targets

Achieving sustainable development with globally recognized standards in livestock production

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
CapEX/Sales (%)	0.09	-	223.80	136.97	131.24
Revenue Growth (%) YoY Growth Rate	-6.92	-6.06	22.07	51.14	-3.28
D/E Ratio (TIMES)	0.32	0.26	0.15	0.11	0.07
Current Ratio (TIMES)	3.99	4.31	3.91	3.11	3.17
Free Cash Flow (FCF) (MILLION BAHT)	16.77	70.20	88.74	126.20	113.44
Cash Cycle (DAYS)	-15.98	4.89	31.71	40.36	57.98
ROE (%)	1.82	1.63	2.40	5.40	5.20

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
ROA (%)	2.14	1.17	2.10	4.87	4.75
Total Expense Growth (%) YoY Growth Rate	3.84	-3.10	3.02	-2.29	0.26

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The BCG Model for economic livestock farming aims to transform livestock production into a sustainable system by combining bio-circular-green economy principles with technology and traditional knowledge. It reduces reliance on chemical inputs, converts waste into renewable energy and organic fertilizer, and enhances product value, ensuring safe meat production aligned with environmental standards	2026	<ul style="list-style-type: none"> Dimension 1. The Bioeconomy approach emphasizes utilizing natural resources and Thai herbal alternatives to reduce antibiotic use, while promoting the development of livestock breeds adapted to local conditions Dimension 2. The Circular Economy approach emphasizes effective waste management by achieving zero waste. This includes transforming livestock manure into organic fertilizer, generating biogas, and adopting renewable energy solutions within the farm to enhance sustainability Dimension 3. The Green Economy approach in livestock farming focuses on eco-friendly practices that minimize greenhouse gas emissions and pollution. It enhances the value and safety of community products (OTOP), aligning with sustainable development standards Dec 24, 2025 : being 1 farm implemented the BCG Model and undergoes renewal along with GAP certification every three years, ensuring compliance with sustainability and quality standards
	2027	<ul style="list-style-type: none"> +3 farms to be certified under the BCG Model. and undergoes renewal along with GAP certification every three years, ensuring compliance with sustainability and quality standards
	2028	<ul style="list-style-type: none"> +4 farms to be certified under the BCG Model. and undergoes renewal along with GAP certification every three years, ensuring compliance with sustainability and quality standards

Risk Management

Risk 1 : Potential investment risks impacting security holders

• **Risk Characteristic**

The company’s share price may fluctuate due to various uncontrollable factors, such as:

1. Changes in the Thai and global economic conditions.
2. Biosecurity systems, global trade frameworks (FTA), and economic alliances that may affect company operations.
3. Shifts in consumer behavior within the broiler chicken industry.
4. Investor perceptions of opportunities and risks in the overall industry, which may result in uncertainty and the inability of the company to guarantee that the share price will remain at the same level or may decline

- **Risk Impact**

- 1) Decline in investor confidence
- 2) Difficulties in raising or increasing capital through other financial instruments, which may result in higher financial costs
- 3) Impact on the market value of shares and dividend payments

- **Risk Management Measures**

- 1) Managing and controlling costs while improving operational efficiency
- 2) Reducing unnecessary expenses to maintain profitability
- 3) Developing investment projects to deliver sustainable longterm returns, strengthen business stability, and reduce share price volatility
- 4) Building investor confidence through transparent communication
- 5) Promoting sustainable investment to increase investor interest

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/CFARM/1773998993915.pdf>



Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

Performance of duties, evaluation of performance, and the skills of the board of directors are key tools for enhancing operational efficiency, leading to effective governance and operations that deliver maximum benefit to the organization. Enhancing this evaluation serves as a guideline for continuously improving and refining the board’s performance. External advisors can provide recommendations and help apply the evaluation results to further improve and develop the board’s work.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company engages external consultants to support the development of the Board's evaluation framework and to provide recommendations for the Board’s performance assessment	In Progress	In Progress	Success	Success

Strategic Initiative

The company will improve the composition of the board of directors through a capability enhancement and performance improvement plan, with a focus on developing a Board Skills Matrix and a performance evaluation system to ensure that the board has the capability to effectively oversee the organization.

Strategic Initiative	Year	Expected Outcomes
Development of a board competency database and a Board Capability Baseline and Skills Matrix.	2026	<ul style="list-style-type: none"> Identify key qualifications to approve the Skills Matrix through the Nomination, Compensation and Corporate Governance Committee, and present it to the Board of Directors for final approval
	2027	<ul style="list-style-type: none"> Apply the Skills Matrix in the nomination and selection of directors, as well as in the appointment of subcommittees. Present an annual report to the board on skill coverage (skill gaps) and priorities in succession planning.
	2028	<ul style="list-style-type: none"> Revisit the presented an annual report to the board on skill coverage (skill gaps) and priorities in succession planning.

Risk Management

Risk 1 : Having a diverse range of skills, as well as lacking critical skills needed to drive the organization toward its goals.

- Risk Characteristic**

Lacking specific skills necessary to strengthen and drive the company toward its organizational goals in a clear direction and within an appropriate timeframe.

• **Risk Impact**

- Lacking essential and critical skills that impact management effectiveness, particularly:
- Skills that are too broad and fail to address the specific, necessary knowledge
- Skills and professional backgrounds that are related but not aligned with the organization’s actual needs

• **Risk Management Measures**

- Undertaking up-skilling and re-skilling initiatives to ensure suitability for management, emphasizing agribusiness operations
- Professional training to build aligned and relevant skills
- Ensuring continuity of training programs in collaboration with relevant and specialized institutions

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/CFARM/1774000816645.pdf>



Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

- This plan aims to elevate the organization’s standards of corporate governance and transparency, making them systematic, auditable, and aligned with external standards (CAC). It helps reduce legal and reputational risks, strengthens the confidence of investors and business partners, and fosters a corporate culture grounded in transparency to support sustainable long-term growth.

Targets

Establish effective anti-corruption policies, processes, and internal control systems in alignment with CAC standards, and obtain certification from the Thai Private Sector Collective Action Against Corruption (CAC) program within the specified timeframe.

Topic	Current 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	In Progress	In Progress	Success	Success

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	In Progress	In Progress	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Blackout	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	-	5 Vendors	10 Vendors	10 Vendors

Strategic Initiative

Establish the foundation

Declare commitment

Strategic Initiative	Year	Expected Outcomes
Review and improvement of the anti-corruption policy, along with evaluation of compliance with the policy.	2026	<ul style="list-style-type: none"> Review and enhance the company's existing anti-corruption policy by adding details on reporting such matters to the Board of Directors and establishing a defined timeframe for implementation.
	2027	<ul style="list-style-type: none"> Monitor and evaluate compliance with the policy, review the effectiveness of internal control measures, and report the results to the Board of Directors.
	2028	<ul style="list-style-type: none"> Continuously review policies and practices to ensure alignment with new standards and the business context, and make appropriate improvements.
Certification under the Thai Private Sector Collective Action Against Corruption (CAC) program by the Thai Institute of Directors Association (Thai IOD).	2026	<ul style="list-style-type: none"> Declare the intention to participate in the CAC program, study the requirements, and develop an implementation plan. Conduct a corruption risk assessment and enhance internal control measures in alignment with CAC guidelines.
	2027	<ul style="list-style-type: none"> Proceed with submitting the application for CAC certification and improve documentation and processes based on the assessor's recommendations.
	2028	<ul style="list-style-type: none"> Obtain certification from the CAC program and continuously maintain governance standards in compliance with its requirements.

Strategic Initiative	Year	Expected Outcomes
Enhancing awareness of anti-corruption through training and evaluation.	2026	<ul style="list-style-type: none"> Review and improve the content and communication formats of anti-corruption and transparency policies to suit employees, executives, and each stakeholder group. Communicate continuously through various channels to ensure widespread understanding.
	2027	<ul style="list-style-type: none"> Develop a testing and assessment system to measure understanding, with an average score of no less than 80% to evaluate the effectiveness of communication, and use the results to further improve the content.
	2028	<ul style="list-style-type: none"> Continuously conduct communication and assessment, maintain an average score of no less than 80%, and foster a corporate culture that upholds transparency and anti-corruption principles.

Risk Management

Risk 1 : Status of not yet being certified under the CAC program by the Thai Institute of Directors Association (Thai IOD).

• **Risk Characteristic**

Blackout The company is unable to submit an application for CAC certification within the specified timeframe set by CAC.

• **Risk Impact**

- The declaration of intent cannot be implemented.
- The communication plan is not executed, resulting in a lack of awareness.
- Implementation does not follow the plan, and the system cannot be effectively put into practice.

• **Risk Management Measures**

Implementation of activities by the working team, with Change Agents overseeing and supervising the process.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/CFARM/1773818032623.pdf>



Enhancing whistleblowing mechanisms

This plan aims to develop a whistleblowing system that is clear, transparent, and auditable, while establishing a defined timeframe for handling complaints more efficiently and continuously. The goal is to build confidence in the reporting and investigation process, reduce ethical risks, and elevate the organization’s governance standards.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	In Progress	In Progress	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.	In Progress	In Progress	Success	Success
• The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	Complete	-	-	-
Reduce the complaint resolution time.	-	3 Months	2 Months	1 Months

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhance the effectiveness of the complaint management system.	2026	<ul style="list-style-type: none"> Improve the whistleblowing intake procedures and complaint management process to make them faster and more efficient, reducing processing time, while updating the complaint handling practices. Enhance the effectiveness of whistleblowing channels by reviewing the current reporting methods and designing new channels that are easily accessible and secure. Publicize the whistleblowing channels and complaint management process through the company's communication media.
	2027	<ul style="list-style-type: none"> Develop a complaint and whistleblowing management system for employees, business partners, and stakeholders, featuring case-tracking functionality and support for anonymous reporting. Test the security and privacy of the new whistleblowing channels, train employees on the policies and procedures for reporting and handling complaints, and publicize the reporting channels through the company's communication media. Provide continuous training to employees and promote the company's whistleblowing channels, ensuring that 100% of employees receive the training and pass the knowledge and comprehension assessment according to the established criteria.
	2028	<ul style="list-style-type: none"> Enhance the complaint management system to be faster, more

Strategic Initiative	Year	Expected Outcomes
		efficient, and highly secure, and improve the data security measures for information received through whistleblowing reports.

Risk Management

Risk 1 : Clarity of the whistleblower’s identity and contact information for follow-up.

- **Risk Characteristic**

The whistleblower provides unclear contact information, or responses are delayed when follow-up attempts are made.

- **Risk Impact**

Causes delays in the time required for preliminary information review and investigation.

- **Risk Management Measures**

Establish a clear timeframe for responding and coordinating with the complainant.

Risk 2 : Employees become aware of misconduct or corruption but fail to report it.

- **Risk Characteristic**

Employees ignore the issue or are concerned about a lack of safety and confidentiality.

- **Risk Impact**

Corruption occurs for personal gain, and the issue remains unaddressed.

- **Risk Management Measures**

- Communicate the complaint procedures, reporting channels, and investigation process to ensure everyone is fully informed.
- Develop the whistleblowing and investigation system to be efficient and secure.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/CFARM/1773820208318.pdf>



Governance of Risk and Management Compliance

Strengthening emerging risk oversight practices

This plan aims to enhance proactive risk management by identifying and monitoring emerging risks that could impact the business. It includes developing systematic response plans, integrating new risks into strategic planning, and disclosing information in the 56-1 One Report to promote transparency and build stakeholder confidence.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for managing emerging risks.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Conduct an analysis to identify and assess a minimum of three emerging risks with potential business impact. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Engagement of senior management in the tracking and decision processes related to emerging risks. 	In Progress	In Progress	Success	Success
Apply GRC technology to streamline risk management and reporting processes.	-	Not Started	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Establish policies and guidelines for managing emerging risks.	2026	<ul style="list-style-type: none"> Review and identify emerging risks that may impact the organization's current business.
	2027	<ul style="list-style-type: none"> Conduct scenario analysis and develop mitigation plans for each identified risk.
	2028	<ul style="list-style-type: none"> Require senior executives to participate in reviewing, evaluating, and providing recommendations.
Disclose emerging risks and mitigation plans in the One Report to enhance stakeholder confidence.	2026	<ul style="list-style-type: none"> Disclose the key aspects of emerging risks and their management approaches in the 56-1 One Report to enhance stakeholder confidence and transparency.
	2027	<ul style="list-style-type: none"> Prepare a summary of emerging risks and mitigation plans in the form of an infographic or newsletter.
	2028	<ul style="list-style-type: none"> Provide stakeholders with the opportunity to ask questions and offer feedback for improving risk management.

Risk Management

Risk 1 : Risks arising from the volatility and rapid changes in the business environment.

• **Risk Characteristic**

The business environment is changing rapidly and continuously, causing emerging risks to shift in nature or severity over a short period. As a result, previously established plans or measures may no longer align with the actual situation.

• **Risk Impact**

- Scenario analysis and mitigation plans may not align with actual events.
- This creates a gap between the planned measures and reality (reality gap).
- As a result, the effectiveness of risk response is reduced, which may impact the organization’s competitiveness.

• **Risk Management Measures**

- Adjust the approach to reviewing emerging risks from a fixed schedule to an event- or trigger-based review.
- Design mitigation plans based on guiding principles to increase flexibility in adapting to changing situations.
- Establish forward-looking risk indicators to monitor trends and enable proactive responses, while periodically assessing the effectiveness of the channels.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/CFARM/1773822835847.pdf>



Enhancing governance of information security

Chuwit Farm (2019) Public Company Limited has established a policy that information technology systems are a key factor in supporting sustainable business development alongside environmental and social responsibility. This is to meet the expectations and needs of stakeholders, particularly through the implementation of information systems for management, supported by standardized practices to ensure efficient operations. The company is committed to maintaining internationally recognized information security standards, ensuring that its data and information assets are properly protected. This includes considering risks from information security and cybersecurity threats that may arise. Appropriate measures are implemented to ensure confidentiality, integrity, completeness, and availability of information for business operations. These measures are aligned with relevant regulations, rules, and laws related to information security. Therefore, the company has established an Information Technology Security Policy.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	In Progress	In Progress	Success	Success

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> All employees undergo training,communication,and understanding assessments to enhance awareness of IT security. 	In Progress	In Progress	Success	Success
Conduct cybersecurity penetration testing at least once every three years.	-	In Progress	In Progress	success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review and enhancement of the Information Technology governance policy to align with international standards.	2026	<ul style="list-style-type: none"> Conduct annual reviews of policies, assessments, and documented procedures to ensure continuous improvement and alignment with changing conditions, subject to approval by the Board of Directors.
	2027	<ul style="list-style-type: none"> Conduct an annual review of policies, assessments, and documented procedures to ensure they are updated and aligned with changing circumstances, subject to approval by the Board of Directors.
	2028	<ul style="list-style-type: none"> Carry out an annual review of policies, assessments, and documented procedures to ensure they are improved and remain aligned with changing circumstances, with approval from the Board of Directors.
Information security plans covering foundation and environment, hardware security, and software security, implemented by internal teams and outsourced service providers.	2026	<ul style="list-style-type: none"> Establish and enhance an information technology control room with appropriate standards to support the company’s operational systems.
Security Plan for Hardware Systems	2026	<ul style="list-style-type: none"> Strengthening hardware capacity across laptops, desktops, and peripheral devices to support information management and artificial intelligence applications
Security plan for software systems, executed by internal implementors Key Users and external outsourcing firms	2026	<ul style="list-style-type: none"> 1. ERP Phase 1 Go-Live covering accounting, finance, procurement, logistics, and inventory management systems 2. Implementation of information systems and AI to manage goods receipt and distribution via automated measuring devices 3. Implementation of farm management information systems with online integration to enhance operational efficiency 4. Information systems in collaboration with business partners for online data exchange 5. Implementation of ERP information systems for layer farms (egg production) to enhance operational efficiency

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> 6. Implementation of ERP information systems integrating personnel data and payroll management
	2027	<ul style="list-style-type: none"> Development of information systems to support Business Intelligence, Data Analytics, dashboards, and KPI monitoring
	2028	<ul style="list-style-type: none"> Development of information systems for the agribusiness sector to support efficient and effective management
Security plan for network technology systems (Telecomware)	2026	<ul style="list-style-type: none"> Implementation of a High-Availability (HA) Firewall to strengthen organizational network security Implementation of a High-Availability (HA) NAS system to strengthen organizational data security Implementation of a file server system designed for continuous operation with zero or near-zero downtime
	2027	<ul style="list-style-type: none"> Implementation of an antivirus solution with Endpoint Detection and Response (EDR) to enhance organizational cybersecurity 1. Enhancing the organization’s capability to detect advanced threats. With EDR utilizing behavior analysis and threat intelligence, complex cyber threats can be identified and mitigated beyond the capacity of traditional antivirus systems 2. The system can monitor endpoint behavior and detect abnormal activities. 3. Strengthening the organization’s ability to conduct threat hunting. The system enables retrospective event analysis, providing in-depth insights into cyberattacks that have occurred
	2028	<ul style="list-style-type: none"> Review, Audit, and Evaluate Cybersecurity Protection Systems
Conducting regular reviews and evaluations to ensure the effectiveness of cybersecurity measures	2026	<ul style="list-style-type: none"> The company can promptly prevent vulnerabilities or threats to data, ensuring that critical information is protected in accordance with standards and best practices, thereby reducing the risk of data loss or leakage
	2027	<ul style="list-style-type: none"> The company can promptly prevent vulnerabilities or threats to data, ensuring that critical information is protected in accordance with standards and best practices, thereby reducing the risk of data loss or leakage
	2028	<ul style="list-style-type: none"> The company can promptly prevent vulnerabilities or threats to data, ensuring that critical information is protected in accordance with standards and best practices, thereby reducing the risk of data loss or leakage
A comprehensive human resource development plan (Peopleware) aimed at strengthening information security awareness and fostering a security-oriented culture across all organizational groups, ensuring consistent safe practices	2026	<ul style="list-style-type: none"> 1. Implement initiatives to raise awareness of the Personal Data Protection Act (PDPA) across the organization and among relevant stakeholders, fostering compliance and responsible data practices 2. Developing a structured orientation program for new employees to ensure smooth onboarding and alignment with organizational culture

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> 3. Implement reskilling and upskilling programs in information systems and cybersecurity for all relevant staff, ensuring enhanced competencies and secure practices across the organization
	2027	<ul style="list-style-type: none"> Ongoing execution to ensure sustainability and consistency of operations : Continuous Improvement
	2028	<ul style="list-style-type: none"> Ongoing execution to ensure sustainability and consistency of operations : Continuous Improvement

Risk Management

Risk 1 : Risk to business continuity from disruptions in information technology systems (IT system downtime).

• Risk Characteristic

Information technology systems, such as network systems, servers, ERP systems, or data storage systems, may experience disruptions due to various factors, including hardware failures, software errors, cyberattacks, or disaster events. These incidents may result in the inability to operate systems as normal.

• Risk Impact

- Disruption to organizational operations
- Inability to access critical data or systems
- Impact on system usability and performance
- Potential financial losses and damage to the organization’s reputation

• Risk Management Measures

- Implement data backup systems and regularly test data recovery processes
- Deploy security measures such as firewalls, antivirus, and cyber threat protection systems
- Establish a Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP)
- Continuously monitor and audit IT systems to prevent and mitigate potential risks

Risk 2 : Risk of information security breaches and cyber threats.

• Risk Characteristic

The company may face risks related to breaches of information security in its IT systems and computer networks. These risks may arise from cyberattacks such as malware, ransomware, phishing, unauthorized system access, or the leakage of sensitive organizational data. Such incidents may originate from both external and internal factors within the organization.

• Risk Impact

If information security incidents occur, the company’s IT systems may be unable to operate normally. This could result in the loss or leakage of critical data, disrupt business operations, and negatively impact the organization’s credibility. It may also lead to financial losses and reputational damage.

• Risk Management Measures

The company has established appropriate policies and measures for managing information security. These include the implementation and use of cybersecurity protection systems such as firewalls and antivirus or EDR solutions. Additionally, the company enforces access control measures, multi-factor authentication (MFA), and regular data backups. It also

conducts information security awareness training for employees to help prevent and mitigate risks that may affect the company’s information systems.

Formulation of a succession plan for the CEO, executive management, and critical roles

Develop and enhance the succession planning system to be systematic, transparent, and integrated with the organization’s talent development plans. Focus on building a database of high-potential successors (Successor Pool) for senior management and key positions to ensure continuity in leadership and reduce the risk of critical talent gaps in the future.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a succession plan for the President & CEO, senior executives, and key position holders.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance, and specifying essential competencies for each position. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Identification and assessment of high-potential employees for future key roles. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Development of Individual Development Plans 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Monitor IDP progress and evaluate the overall effectiveness of the succession plan, ensuring key role incumbents participate in and complete essential training and skill development. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company. 	In Progress	In Progress	Success	Success
Engage an expert to evaluate Human Capital ROI (HCROI), measuring the financial value generated by a company's workforce relative to investments in employee development	-	Not Started	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Help employees understand the importance of succession planning and promote continuous development.	2026	<ul style="list-style-type: none"> The company provides education and disseminates the succession planning policy to ensure all employees at every level are informed.

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> The company communicates the importance of the succession plan and career paths to employees at least once during the year. Additionally, during the annual performance evaluation, supervisors are required to discuss with each employee the significance of the succession plan, development guidelines, and individual growth opportunities at least once more.
	2027	<ul style="list-style-type: none"> The company implements the established practices for communicating the succession plan and promotes continuous development.
	2028	<ul style="list-style-type: none"> The company follows the established practices for communicating the succession plan and ensures the continuous promotion of employee development.
A report that evaluates the return on investment in an organization’s human capital.	2026	<ul style="list-style-type: none"> The Human Resources department studies evaluation methods, conducts training, or consults with HCROI experts on calculating HCROI appropriate to the company’s context. They also develop an HCROI calculation template to serve as a standard internal tool and identify high-potential employees included in the succession plan to pilot the HCROI calculation.
	2027	<ul style="list-style-type: none"> The company reviews the list of high-potential employees included in the succession plan to pilot HCROI calculations and conducts HCROI calculations for high-potential employees or key projects.
	2028	<ul style="list-style-type: none"> The company prepares an HCROI Insight Report, including strategic recommendations to improve the effectiveness of personnel development plans, and presents it to the Executive Board.

Risk Management

Risk 1 : The company lacks reporting on the evaluation of Human Capital ROI (HCROI).

• Risk Characteristic

Risks arising from a lack of understanding of HCROI calculation within the organization, as well as incomplete or non-standardized data used for HCROI evaluation, which prevent the results from being applied to strategy development for improving the effectiveness of personnel development plans.

• Risk Impact

This results in inaccurate Human Capital Return on Investment (HCROI) assessments, which cannot be used to analyze or formulate strategies to improve the effectiveness of personnel development plans.

• Risk Management Measures

- The Human Resources department participates in training or studies methods for calculating HCROI according to standards. Relevant personnel prepare and verify the data for accuracy before using it to calculate HCROI. The results are then presented to the Executive Board in a report format to serve as a basis for developing strategies and personnel development plans for the company.

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://drive.google.com/drive/folders/13mmRm9sZ4NwzpHKCVkk2cBlpxPC5FHP2?usp=sharing>



The Company has systematically and standardly prepared its organizational greenhouse gas inventory, designating 2023 as the base year for reference. Data collection and reporting have been continuously carried out, covering 2024 and 2025. All greenhouse gas emission data of the Company have been verified and certified by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.

This operation reflects the Company's commitment to thoroughly analyze and understand business activities that generate greenhouse gas emissions in each category. This is to enhance the efficiency of systematic data collection processes, as well as to develop verification and reporting processes, in order to disclose greenhouse gas emission data to all stakeholders transparently, accurately, and in line with sustainable development guidelines.

Targets

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

Risk Management

Risk 1 : Risk of inability to collect complete and accurate data for SCOPE1, SCOPE2, and SCOPE3

- Risk Characteristic**

The risk of inaccurate or incomplete data collection, stemming from data accuracy (Scope 1), the omission of energy bill documents (Scope 2), and the limitations of supply chain partners who lack carbon footprint databases (Scope 3). This inaccuracy directly impacts the correctness of the organization's carbon footprint calculation, resulting in reported figures that do not reflect reality.

- Risk Impact**

1. Credibility Aspect: Risks failing external verification, thereby impacting investor confidence.
2. Strategic Aspect: Leads to misdirected decisions in investment budget allocation and greenhouse gas reduction planning, consequently causing the organization to deviate from its established sustainability targets.

- Risk Management Measures**

Measure 1 Enhance Scope 1 and 2 data collection using digital technology (Digitalization & IoT) and define acceptable risk at +/- 5%

Measure 2 Elevate Scope 3 management through collaborative networks and procurement policies (Green Procurement)

Measure 3 Enhance auditing with an expert working group (Internal ESG Data Audit)

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/CFARM/1773907487174.pdf>



Decarbonization

Chuwit Farm (2019) Public Company Limited is committed to driving its broiler business towards sustainability in accordance with ESG principles through 2 main strategies:

1. Energy Management and Greenhouse Gas Reduction: The company aims to reduce Scope 2 greenhouse gas emissions by 5% between 2026-2028 by enhancing the efficiency of its smart air conditioning system (EVAP), switching to LED lighting, controlling LPG usage, and studying a Solar Rooftop project, alongside reducing Scope 1 methane emissions.
2. Water Resource Management: To mitigate drought risks and maintain animal welfare standards, the company has developed sufficient backup water sources for the cooling pad system in activities that do not compromise the farm's biosecurity.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)		
	2023	2026	2027	2028
Amount of greenhouse gas emission reduction	Scope 1 and 2 greenhouse gas emissions intensity per unit of production (tCO ₂ e per ton): Base year = 459.68 tCO ₂ e / million units (Scope 1 and Scope 2 greenhouse gas emissions intensity per unit of production (tCO ₂ e per ton): Base year = 459.68 tCO ₂ e /million units)	Achieve a 5% annual reduction compared with the previous year	Achieve a 5% annual reduction compared with the previous year	Achieve a 5% annual reduction compared with the previous year

Strategic Initiative

1. Management of electricity, thermal energy, and reduction of greenhouse gas emissions in Scope 1 and 2: Focus on enhancing energy efficiency and reducing greenhouse gas emissions directly from sources within the farm through proactive technology and management.
2. Ensuring resource security and maximizing operational efficiency: Managing water reserves, water circulation, and implementing water treatment innovations to maintain international standards for hygiene and animal welfare.

Strategic Initiative	Year	Expected Outcomes
<p>Management of electrical energy, thermal energy, and reduction of greenhouse gases in Scope 1 and 2: focusing on enhancing energy efficiency and reducing greenhouse gas emissions from direct sources within the farm through technology and proactive management.</p>	2026	<ul style="list-style-type: none"> • Inspection, evaluation, and preventive maintenance of smart air conditioning systems (Smart EVAP), ventilation fans, and water pump systems in closed houses (Close House) to ensure optimal performance and reduce electricity loss. • Replace light bulbs in greenhouses and operational areas with energy-saving lighting systems (LED). • Assessment and preventive maintenance of the heating system (chick brooder) to enhance combustion efficiency, minimize heat loss, and reduce LPG fuel consumption, which is a primary source of greenhouse gas emissions (Scope 1).
	2027	<ul style="list-style-type: none"> • Implement an automatic control system for LPG management in the chick brooding process, correlating it with ambient temperature to reduce fuel costs. • To study and develop the organic fertilizer production process from chicken manure within the farm, aiming to enhance integrated waste management, reduce greenhouse gas emissions (Scope 1), and further deliver quality fertilizer products to agricultural cooperatives in the area, thereby creating added value according to the principles of the circular economy (Circular Economy).
	2028	<ul style="list-style-type: none"> • Elevating the organic fertilizer production process from chicken manure to full-scale operation to concretely drive the organization towards its Zero Waste to Landfill goal. • Install and operate solar power generation systems (Solar Rooftop/Solar Cell) to replace electricity from the main grid, significantly reducing Scope 2 greenhouse gas emissions, and serving as a crucial foundation for achieving carbon neutrality (Carbon Neutrality).
<p>Ensuring resource security and maximizing operational efficiency: Managing reserve water storage, water circulation, and implementing innovative water treatment technologies to maintain international standards of hygiene and animal welfare.</p>	2026	<ul style="list-style-type: none"> • Expand the capacity for on-farm reserve water storage to adequately cope with the dry season, thereby reducing the risk of water shortage in the ventilation system (EVAP). • Proactive surface water quality monitoring shall be implemented to monitor water quality.
	2027	<ul style="list-style-type: none"> • To study and experiment with a water recycling system (Water Recycle) and reuse water for cleaning in areas that do not compromise the biosecurity system (Biosecurity).
	2028	<ul style="list-style-type: none"> • Integration of a centralized water resource management platform with IoT technology (Smart Water Management Platform) to analyze, control, and display real-time water usage across the entire farm, thereby achieving maximum water efficiency (Water Efficiency).

Risk Management

Risk 1 : Global Climate Change Risk

• **Risk Characteristic**

Characteristics of physical risks: Rising global temperatures and droughts affect ventilation systems, energy costs, and animal welfare, impacting farm management and the control of smart EVAP air conditioning systems, which cause electricity consumption to fluctuate with climatic conditions, as well as the risk associated with using thermal energy from LPG gas for brooding young chicks.

• **Risk Impact**

1. Impact on energy cost stability and management. Energy fluctuations: Fluctuating temperatures and weather conditions lead to high fluctuations in electricity demand for air conditioning systems (EVAP) and thermal energy from LPG gas for the chick brooding process, making it difficult to control energy consumption per production cycle.

2. Impact on production efficiency and animal welfare (Productivity & Welfare). Growth control factors: Extreme heat or humidity unrelated to temperature will directly affect animal health. Key Performance Indicators: include:

Survival Rate: Risk of Heat Stress.

Uniformity: Consistency in chicken size within the flock.

Chicken weight (Average Daily Gain): Reduced efficiency in converting feed into body weight.

• **Risk Management Measures**

Measure 1: Enhancing the efficiency of the smart EVAP ventilation system to control energy costs and ensure stable farming conditions.

Strictly implementing inspection and preventive maintenance of ventilation fans, air pressure systems, and water pumps in closed-house systems helps reduce electricity loss rates when the system has to work harder due to higher external temperatures, and ensures that the system can consistently maintain an optimal environment for animal welfare, even with fluctuating weather conditions.

Measure 2: Heat Management Innovation and Clean Energy. Developing a smart LPG gas usage control system correlated with external temperatures for chick brooding helps mitigate the impact of fluctuating LPG fuel prices and reduces greenhouse gas emissions in the most concentrated areas.

Measure 3: Energy Management in Support Functions (Support Efficiency). Implementing measurable energy-saving measures, such as switching to LED lighting throughout the organization, managing air conditioner usage, and planning for renewable energy use in offices, helps reduce the burden of variable General & Admin Expenses, thereby offsetting potentially higher energy costs in production.

Measure 4: Transitioning to a Paperless Office & ERP Integration. Utilizing ERP systems and information technology for operations instead of paper, in addition to reducing waste (Scope 3), also enhances data integrity, enabling the company to monitor energy consumption and costs rapidly and in real-time.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/CFARM/1773907500846.pdf>

