



JUMP+ Plan



CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED

(CHAO)

Year 2026 - 2028

This report was approved by the board of directors on 24/02/2026
and disseminated on 30/03/2026

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CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED

SET

Agro & Food Industry / Food & Beverage

CG Report :

SET ESG Ratings: **A**

Anti-Corruption Certification (CAC): -

Business Type

Manufacturer and distributor of snack products and processed meat products

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	1,433.38	1,593.26	1,511.07	N/A
Expenses	1,343.77	1,433.03	1,322.77	N/A
Net Profit	70.33	133.42	161.61	N/A
Balance Sheet (MB)				
Assets	1,421.07	1,327.83	870.16	N/A
Liabilities	374.76	293.99	272.33	N/A
Shareholders' Equity	1,044.53	1,033.84	597.83	N/A
Cash Flow (MB)				
Operating	102.62	185.89	239.40	N/A
Investing	-476.80	-89.05	-48.43	N/A
Financing	-58.99	294.91	-274.74	N/A
Financial Ratio				
EPS (Baht)	0.23	0.48	0.64	N/A
GP Margin (%)	35.68	36.46	37.87	N/A
NP Margin (%)	4.81	8.37	10.70	N/A
D/E Ratio (Times)	0.36	0.28	0.46	N/A
ROE (%)	6.77	16.35	27.03	N/A
ROA (%)	6.52	14.58	21.64	N/A

JUMP+ Plan

Business Plan

Target in 2028

Revenue Growth **10%-15%** Percent

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : Plan to elevate business growth and build Chaosua brand value to an international level.



Governance Plan

1. Enhancing the competency and performance of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing business continuity management
4. Strengthening emerging risk oversight practices

Climate Action Plan

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

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Revenue Growth (Percent)	-	-	-	10%-15%

The Company has set a revenue growth target for 2028 with a Compound Annual Growth Rate (CAGR) of 10% - 15% compared to the 2025 revenue base of 1,433 million Baht. by focusing on driving operational performance through key strategies, encompassing both organic growth and strategic investment-driven growth, along with enhancing operational efficiency to support the achievement of long-term net profit targets.

Over the next three years, the Company will focus on strengthening its domestic business by comprehensively enhancing the efficiency of key distribution channels, including modern retail, traditional retail, online channels, and other channels. Concurrently, the Company will systematically accelerate its international market expansion & diversification efforts, with an emphasis on improving efficiency in key countries such as China and the United States, along with leveraging growth in existing markets and expanding into new markets with high potential, which is expected to enhance revenue diversification.

Regarding products, the Company continues to focus on product portfolio management by emphasizing the Better-for-You Snack category to increase value and enhance business profit margins through continuous product innovation and the expansion of product categories into high-growth potential segments.

In addition to organic growth, the Company also seeks inorganic growth opportunities through joint ventures or strategic investments in businesses related to the snack and shelf-stable processed food industry to enhance market access capabilities.

To continuously enhance profitability, the Company prioritizes maintaining discipline in operational efficiency & cost optimization, along with investing in alternative energy, such as the installation of solar roofs, to improve the efficiency of cost of goods sold management and support long-term sustainable growth.

Growth plan/Increase business value

Strategic Plan : Plan to elevate business growth and build Chaosua brand value to an international level.

Strategy 1: Strengthening Domestic Business

1. Strengthen modern retail channels (Modern Trade).

- Establish strategic collaborations with key customers through joint planning of product categorization, sales promotion plans, and medium-to-long-term marketing campaigns.
- Increase product display space in high-visibility areas such as main shelves, display points, and special promotional areas.
- Adjusting product structure to suit distribution channels.
- Implement integrated marketing (360 degree Marketing) to build brand awareness.
- Collaborate with partners to expand B2B channels and extend product usage in diverse formats.

2. Enhance distribution channels through traditional retail stores (Traditional Trade)

- Adjust the distribution model from using agents to direct wholesalers.
- Expand access to community stores and small shops nationwide to increase distribution coverage.
- Strengthen operations through fresh product chain stores.

3. Strengthen online and new channels.

- Reduce reliance on external e-commerce platforms and develop the company's online sales channels such as LINE, Facebook, and the company website.
- Create exclusive products and special offers for online channels.
- Implement integrated marketing (360 degree Marketing) to build brand awareness.

Strategy 2: Continuous International Market Expansion & Diversification**1. Enhance operational efficiency in key countries.****Expanding into the Chinese market**

- Expand to new distributors and retailers.
- Increase points of sale.
 - Recruit new distributors to expand offline channels, increasing distribution coverage and consumer touchpoints in key areas.
 - Expand online channels (O2O) as a tool to generate product demand and sales.
- Continuously conduct digital marketing activities and build brand awareness.

Market expansion in the United States

- Expand into Asian/ethnic store networks and specialty stores to increase coverage, enhancing product visibility and trial purchase opportunities.
- Expand into mainstream supermarket channels to increase customer base and sales volume.
- Increase revenue proportion from the company's brands through new product launches to enhance profit margins.
- Maintain OEM business base through strategic collaborations and continuous good customer relationships.

2. Drive growth in existing operating countries while expanding into new countries.

- Continuously monitor sales and launch new products in line with local tastes.
- Participate in international trade shows and marketing activities as a channel to build brand awareness and increase opportunities for market expansion into new potential countries.
- Expanding into Halal and European markets by selecting product groups suitable for each country to increase market access opportunities.

Strategy 3: Product Portfolio Management focusing on Better-for-You Snacks for sustainable growth**1. Rice Cracker Product Group****Continuously launch new products.**

- Focus on developing and expanding new product formats, including consumption experiences, to increase variety, create differentiation, and continuously meet evolving consumer demands.
- Develop new flavors by blending tastes that align with local market preferences while creating unique flavor identities to enhance product appeal, elevate competitiveness, and support international market expansion.

2. Processed Meat Snack Product Group

- Strengthen the processed pork product group through product development and processing methods that offer differentiation in terms of taste, quality, and packaging.
- Expand product groups from other animal types to support entry into Halal and international markets, such as processed fish products, in compliance with regulations, to increase market expansion opportunities.

3. Processed Grain Snack Product Group

- Develop more diverse products that better meet the needs of target customer groups.
- Expand domestic product groups by focusing on potential markets and aligning with health product trends.

4. Processed Food Product Group

- Expand B2B businesses such as HORECA and Food Service to apply processed food products in more diverse consumption and usage formats.

Strategy 4: Seeking Joint Venture Opportunities in New Businesses

1. Study the feasibility of investing in businesses related to the snack or shelf-stable processed food industry.

- Study the company's potential and financial readiness to assess its ability to utilize existing funding sources to support investment for future growth.
- Focus on businesses with a Better-for-You product portfolio to align with health-conscious consumer trends and strengthen the company, consistent with its sustainable growth direction.
- Consider businesses with both domestic and international customer bases to increase market expansion opportunities.
- Consider businesses that can create synergy in terms of new product innovation development and leveraging manufacturing expertise.
- Investing in successful and continuously growing businesses to generate long-term returns and added value.

Strategy 5: Enhancing Production Efficiency and Cost Management (Operational Efficiency & Cost Optimization)

1. Enhancing operational efficiency across all businesses.

- Manage raw material and packaging procurement in appropriate quantities to mitigate risks from fluctuating raw material costs, reduce excess inventory, and enhance working capital efficiency, thereby strengthening cost competitiveness.
- Waste Reduction in the production process to support the return of business profit margins to a more stable level in the next period.
- Invest in automation and modern production technology to enhance production efficiency, reduce reliance on unnecessary labor, and improve product quality consistency.
- Utilize renewable energy through Solar Roof installation to reduce long-term electricity costs and support sustainability goals and environmentally friendly business operations.

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	YE/2025	2026	2027	2028
Revenue Growth (%)	5.44	-10.03	-	-	10%-15%
YoY Growth Rate					

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Aims to strengthen domestic business by enhancing the efficiency of key distribution channels, covering modern retail channels (Modern Trade), traditional retail channels (Traditional Trade: TT), online channels, and new channels, to expand consumer reach and enhance long-term growth potential.	2026	<ul style="list-style-type: none"> • Revenue from modern retail channels has grown continuously due to collaboration with key customers. • Increased sales in traditional retail channels to achieve broader coverage.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Expanded customer base through the company's direct online sales channels. Domestic business sales increased by approximately +10 - 15% (YoY). Increase the proportion of sales from modern retail channels through collaborative planning of product assortment. Able to expand coverage of traditional retail channels and fresh product chain stores nationwide. Increase the proportion of sales from online channels and channel-specific products. Domestic business sales increased by approximately +10 - 15% (YoY).
	2028	<ul style="list-style-type: none"> Sales growth across all channels has continuously increased, and distribution channels have been expanded to cover the entire country. Continuously enhancing brand awareness and expanding the domestic market customer base. Domestic business sales have increased by approximately +10 - 15% (YoY).
<p>Aims to systematically expand business in international markets by strengthening operations in core countries, while fostering growth in secondary countries and expanding into new potential markets. This will be achieved through the development of both offline and online distribution channels, adapting products and brands to local tastes, and forming strategic partnerships to diversify risks and support long-term sustainable growth.</p>	2026	<ul style="list-style-type: none"> Further expand distributors and key points of sale in China. Further expand coverage in Asian/ethnic stores and specialty stores in the United States. Increase repeat orders from customers in secondary countries and continuously expand into new countries. International business sales increase by approximately +20 - 30% (Year-on-Year).
	2027	<ul style="list-style-type: none"> Significantly increase sales in China through both offline and online channels. Increase the proportion of revenue from the company's brands in the United States through the launch of new, locally relevant products. Increase repeat orders from customers in secondary countries and continuously expand into new markets. International business sales increased by approximately +15 - 20% (Year-on-Year).
	2028	<ul style="list-style-type: none"> Achieve continuous growth in existing operating countries, both primary and secondary markets, and ensure the brand is recognized in various countries. Build a diversified international market portfolio to support long-term growth. International business sales to increase by approximately +15 - 20% (YoY).

Strategic Initiative	Year	Expected Outcomes
<p>Aims to increase value and strengthen the product portfolio by focusing on managing the proportion of products in the Better-for-You Snack category, alongside developing innovation and extending products into new categories with high growth potential, to accommodate changing consumer demands, and to enhance the company's competitiveness in both domestic and international markets.</p>	2026	<ul style="list-style-type: none"> • Increase product variety and sales in the categories of crispy rice snacks and processed meat snacks. • Increase sales of grain-based processed snacks to achieve broader domestic coverage, consistent with health and wellness trends. • Expand the growth of processed food products in the B2B segment through increased commercial applications. • Product sales are projected to increase by approximately +10 - 15% (Year-on-Year).
	2027	<ul style="list-style-type: none"> • The market share of products in the rice cracker and processed meat snack categories has continuously increased. • Processed grain-based snack products have shown significant growth from both international and domestic sales. • Products in the processed food category have a customer base from various industries, such as HoReCa and domestic Food Service. • Product sales have increased by approximately +10 - 15% (YoY).
	2028	<ul style="list-style-type: none"> • The market share of products in both primary and secondary categories has continuously increased, particularly in the processed grain snack segment. • Repeat purchase orders in the processed food category have increased, and the company has a customer base from diverse domestic industries. • Product sales increased by approximately +10 - 15% (YoY).
<p>To seek joint venture and strategic investment opportunities in the snack and processed food business to enhance long-term growth potential through expanding production capabilities, accessing new markets, and extending into high-growth potential products, while prioritizing investments in successful businesses to appropriately manage risk and increase value creation for the company.</p>	2026	<ul style="list-style-type: none"> • Assess financial potential and liquidity to support investment and external growth. • The Company has studied investment targets in the snack or shelf-stable processed food business that align with the Better-for-You Snack segment.
	2027	<ul style="list-style-type: none"> • Able to select companies with investment potential, profitability, and opportunities for collaboration with core businesses. • Able to efficiently utilize capital structure and working capital management.
	2028	<ul style="list-style-type: none"> • The Company is able to invest in related businesses, generate appropriate returns on investment, and sustainably enhance shareholder value. • Strengthen the comprehensiveness of the investment product portfolio and initiate additional new product development projects to support future revenue growth.
<p>Aims to enhance operational efficiency across all business segments through appropriate management of raw material and packaging procurement to reduce cost volatility and improve working capital efficiency. This is coupled with reducing production losses and investing in automation and modern technologies to</p>	2026	<ul style="list-style-type: none"> • Develop a systematic procurement planning system linked to forecasted sales and production. • Develop a Waste Monitoring System for all production lines.

Strategic Initiative	Year	Expected Outcomes
enhance efficiency and consistency of product quality, while also utilizing renewable energy through solar roofs to reduce long-term energy costs.		<ul style="list-style-type: none"> • Install and implement an automated system in key processes to reduce waste rates. • Commence partial self-generation of electricity through Solar Roof installation.
	2027	<ul style="list-style-type: none"> • Reduce average procurement cost per unit and improve stability. • Significantly reduce waste from core processes in the initial stages. • Increase production capacity and reduce labor costs in non-essential tasks. • Further reduce reliance on external electricity and manage electrical load appropriately for production periods.
	2028	<ul style="list-style-type: none"> • Cost structure has become more stable despite fluctuating raw material prices. • Increased production yield (Yield Improvement) and continuously improved control over production waste. • Production system has increased stability and reduced the risk of long-term labor shortages. • Sustainably reduced energy costs and created a competitive advantage.

Risk Management

Risk 1 : Volatility in pork prices and key raw materials

• Risk Characteristic

Prices of key raw materials, especially pork and agricultural raw materials, fluctuate according to market mechanisms, supply and demand conditions, government policies, as well as economic factors and energy costs, which may change rapidly.

• Risk Impact

Rising production costs have led to a decrease in profitability (margin) and limited flexibility in setting sales prices, which may impact competitiveness against market rivals.

• Risk Management Measures

- Diversify raw material sources to reduce reliance on any single supplier, establish long-term purchase agreements within appropriate price ranges, and manage price risks through hedging mechanisms when appropriate.
- Adjust product formulations in other animal groups or cost structures to reduce reliance on highly volatile raw materials.

Risk 2 : Geopolitical uncertainty

• Risk Characteristic

Geopolitical tensions, international conflicts, trade measures, and customs policies of various countries may impact international trade, the movement of goods, and the stability of supply chains, as well as potentially increasing logistics and energy costs.

- **Risk Impact**

resulting in increased import and shipping costs, as well as potentially affecting the continuity of raw material supply, product exports, and price competitiveness in international markets, which may impact the company's revenue and operational performance.

- **Risk Management Measures**

- The company diversifies its export markets and customer base to multiple countries to reduce over-reliance on any single market and enhance business operational flexibility.
- Closely monitor the situation and adjust strategies for procurement, production, and distribution to align with market conditions, in order to maintain the stability of the supply chain.

Risk 3 : Exchange rate volatility

- **Risk Characteristic**

The appreciation or depreciation of the currency may occur rapidly, especially when a company has an increasing proportion of export revenue, thereby impacting the revenue and profit margins of businesses with high profit margins.

- **Risk Impact**

Fluctuations in exchange rates may result in volatility in revenue and profit when converted back to the company's primary currency, and may also impact import costs, price competitiveness, and overall operational performance.

- **Risk Management Measures**

- Manage exchange rate risk through hedging contracts to an appropriate extent.
 - Closely monitor exchange rate situations and establish financial risk management policies consistent with the company's acceptable risk level.
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Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

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	Not Started	In Progress	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Board Development & Evaluation Program: Collecting and analyzing board evaluation guidelines from the CG Code, IOD, and best practices of other listed companies to enhance the quality and efficiency of corporate governance. This involves conducting a Gap Analysis between the Board's actual practices and the criteria set by the CG Code, IOD guidelines, and other leading listed companies' best practices. The goal is to elevate CGR (Corporate Governance Report) assessment scores and overall corporate governance efficiency.	2026	• Developing the Board Skills Matrix and Individual Development Plan (IDP) for Directors, alongside providing foundational training on ESG and Risk Management.
	2027	• Conducting Board performance evaluations by external advisors at least once a year to obtain an independent perspective, standardized metrics, and in-depth insights into strengths and weaknesses. This leads to the effective development and enhancement of Corporate Governance (CG) practices.
	2028	• The average performance evaluation score for all Board committees is at least 90%, with a CGR score in the "Responsibilities of the Board" category of no less than 85 points.

Risk Management

Risk 1 : Risk from rapid and complex changes in regulations and regulatory requirements (Regulatory Change Risk)

• Risk Characteristic

Regulatory bodies continuously implement specialized and complex new laws and criteria, such as Carbon Tax, PDPA, and safety regulations. If the Board Development Program is not updated to keep pace with these changes, the Board may lack the essential knowledge required for effective strategic decision-making.

• Risk Impact

Directors may lack the necessary information and skills to govern the organization in accordance with new standards. This results in potential risks of non-compliance, loss of competitive advantage, and may lead to reputational damage or significant legal penalties.

• Risk Management Measures

- Encouraging directors to participate in training programs from recognized institutions or courses that align with their roles, duties, and responsibilities at least once a year.

- Ensuring regular monitoring and review of changes in regulations, laws, and guidelines from relevant regulatory bodies concerning board development and potential enhancement.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Elevate the anti-corruption and bribery management system by expanding the practical implementation of policies at all organizational levels. This will be achieved through employee training, communication with business partners and stakeholders, the establishment of an anti-corruption declaration form (Supplier Declaration), and the review of whistleblowing channels, all aimed at fostering a transparent organizational culture. Concurrently, preparations will be made for participation in the Collective Action Coalition Against Corruption (CAC) by 2027.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Not Started	In Progress	Success	Success
<ul style="list-style-type: none"> • An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Not Started	In Progress	Success	Success
<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 	Not Started	Success	Success	Success
<ul style="list-style-type: none"> • The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Not Started	Success	Success	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	In the process of applying for certification.	Certified	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	-	Completed	Completed	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Supply Chain Transparency Enhancement Project (Supply Chain Transparency Project) aims to promote the establishment of anti-corruption policies and measures by critical Tier 1 suppliers directly engaged with the company. This includes continuous monitoring and evaluation of supplier performance to foster transparency and good governance in procurement.	2026	<ul style="list-style-type: none"> Prepare a list of critical Tier 1 partners. policies to partners and relevant stakeholders. Communicate anti-corruption and anti-bribery Ensure at least 70% of critical partners acknowledge and sign the Partner Code of Conduct.
	2027	<ul style="list-style-type: none"> Develop communications to invite business partners to participate in the Collective Action Coalition Against Corruption (CAC) program through various organizational channels, such as annual reports or websites. At least 80% of key business partners sign an acknowledgment of the Business Partner Code of Conduct policy.
	2028	<ul style="list-style-type: none"> Critical Tier 1 partners undergo on-site audits and possess anti-corruption policies and measures. 100% of partners have signed acknowledgement of the Partner Code of Conduct policy.

Risk Management

Risk 1 : Key partners (Critical Tier 1) do not have an anti-corruption policy or do not comply with it.

- **Risk Characteristic**

Some key partners may not yet have a written anti-corruption policy or a clear internal monitoring system, resulting in non-compliance with the company's governance standards.

- **Risk Impact**

Risk of being implicated in supply chain corruption cases, affecting reputation and stakeholder confidence. Risk of failing to pass evaluations according to relevant criteria.

- **Risk Management Measures**

- Communicate the anti-corruption policy to key partners for their acknowledgment and signature on the Supplier Declaration.
- Require key partners to have a written anti-corruption policy.
- Evaluate and monitor partners' compliance through an annual assessment form.

Risk 2 : Risk of not maintaining continuous certification from the Thai Private Sector Collective Action Against Corruption (CAC).

- **Risk Characteristic**

The company may not be able to continuously maintain its certification from the Thai Private Sector Collective Action Against Corruption (CAC) because compliance with the anti-corruption policy, internal control system, or related monitoring and review processes may not fully and consistently adhere to the established criteria or guidelines.

- **Risk Impact**

may impact the confidence of shareholders, investors, partners, and stakeholders, as well as affecting the company's corporate governance image and increasing long-term corporate governance risks.

• **Risk Management Measures**

- Review and revise the anti-corruption policy, internal control system, and related processes to comply with CAC criteria.
- Promote continuous communication, training, and awareness-raising regarding anti-corruption among directors, executives, and employees.

Governance of Risk and Management Compliance

Enhancing business continuity management

Elevate the company's business continuity management system to be more prepared and systematic by developing a comprehensive Business Continuity Plan (BCP) that covers all critical departments. This includes conducting BCP drills at least once a year to ensure effective response and restoration of operations during emergencies, encompassing production, distribution, information technology systems, and internal communication.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has developed, reviewed, and conducted drills for its Business Continuity Plan (BCP) and crisis response protocols.	Not Started	Success	Success	Success
• Prepare and conduct the annual review of the business continuity management plan.	Not Started	Success	Success	Success
• Organize Crisis Management Drills	Not Started	Success	Success	Success
Achieve ISO 22301: Business continuity management systems certification	-	In progress	In progress	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Elevate the company's business continuity management system to be more prepared and systematic by developing a comprehensive Business Continuity Plan (BCP) that covers all critical departments. This includes conducting BCP drills at least once a year to ensure effective response and restoration of operations during emergencies, encompassing production, distribution, information technology systems, and internal communication.	2026	• Develop a BCP plan covering key departments and define the Recovery Time Objective (RTO) for each process.
	2027	• Test the BCP plan at least once a year and train the BCM team.
	2028	• The BCP plan covers all departments and complies with ISO 22301 standard.

Risk Management

Risk 1 : Lacks a comprehensive Business Continuity Plan covering all departments.

• **Risk Characteristic**

The Business Continuity Plan (BCP) does not yet encompass all key departments, which could lead to an inability to respond and restore operations promptly in the event of an emergency.

• **Risk Impact**

Business operations may be disrupted for an extended period, causing damage to the company's revenue and reputation, and impacting the confidence of customers and partners.

• **Risk Management Measures**

- Develop and update the BCP plan to cover all key departments, clearly defining Critical Processes and Recovery Time Objectives (RTO).
- Test the BCP plan (Drill) at least once a year and update it according to the test results.

Risk 2 : Personnel lack knowledge and skills in emergency response.

• **Risk Characteristic**

Employees and unit heads may not understand the BCP implementation procedures and may not have received adequate training, leading to a delayed response to incidents.

• **Risk Impact**

Untimely emergency response, increased damage due to lack of coordination, and reduced BCP effectiveness.

• **Risk Management Measures**

- Conduct BCP training for executives and heads of departments at least once a year. Regularly conduct simulation exercises (Tabletop & Live Drill).
- Appoint a BCP team along with an emergency response manual for each department.

Strengthening emerging risk oversight practices

This strategic plan aims to elevate the company's risk management system to systematically identify, analyze, and monitor “Emerging Risks” in a timely manner in response to changes. This will be achieved by integrating it into the strategic planning and decision-making processes of senior management, as well as developing effective tools and risk databases to enhance the ability to forecast and mitigate the impact of potential future events.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for managing emerging risks.	Not Started	In Progress	Success	Success
• Conduct an analysis to identify and assess a minimum of three emerging risks with potential business impact.	Not Started	In Progress	Success	Success

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans 	Not Started	In Progress	Success	Success
<ul style="list-style-type: none"> Engagement of senior management in the tracking and decision processes related to emerging risks. 	Not Started	In Progress	Success	Success
Develop an emerging risk monitoring and reporting system (Emerging Risk Monitoring System)	-	In progress	Completed	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Develop an Emerging Risk Monitoring system to collect data from various departments and analyze risk trends that may impact the business in the short, medium, and long term, based on economic, technological, environmental, and regulatory trends. The system shall also report results to the Risk Management Committee at least once a year for strategic decision-making.	2026	<ul style="list-style-type: none"> Design a conceptual framework and structure for a risk monitoring system (Monitoring Framework) and define early warning indicators (EWI).
	2027	<ul style="list-style-type: none"> Pilot the risk monitoring system in core units and compile semi-annual risk trend data.
	2028	<ul style="list-style-type: none"> Continuously utilize a system for monitoring and reporting emerging risks. Report to the Risk Management Committee annually.

Risk Management

Risk 1 : Risk in systems for collecting, analyzing, and reporting emerging risks

- Risk Characteristic**

The organization still lacks a systematic process for collecting and analyzing emerging risk data (Emerging Risk Monitoring), which may lead to delays in assessing trends and impacts from external factors (e.g., new laws or technology) and an inability to keep pace with rapidly changing situations.

- Risk Impact**

A lack of readiness to promptly address emerging risks may lead to the organization losing business opportunities, incurring operational damage, and impacting confidence in the organization's risk management system.

- Risk Management Measures**

- Develop a monitoring system: Develop a clear tool for monitoring and reporting emerging risks (Emerging Risk Monitoring Dashboard).
- Identify responsible parties: Appoint Risk Owners to specifically monitor the status of risks in each area.
- Reporting: Mandate that a summary of emerging risk status be reported to the Risk Management Committee at least once a year.

Risk 2 : Lack of management understanding and engagement in emerging risk management.

- Risk Characteristic**

Executives may not recognize the importance of emerging risks or may lack understanding of management approaches, leading to strategic monitoring and decision-making that does not encompass all risk dimensions.

- **Risk Impact**

Strategic decisions may not align with new risk trends, some types of risks are not adequately monitored or managed, reducing the organization's flexibility in responding to changes.

- **Risk Management Measures**

Organize training and workshops for executives on trends and case studies of Emerging Risks. Conduct semi-annual review meetings for emerging risks. Integrate Emerging Risk analysis results into the company's strategic planning (AOP/LE).

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://chao.listedcompany.com/misc/flipbook/index.html?id=288253>



Elevate the preparation of certified Carbon Footprint of Organization (CFO) greenhouse gas accounts into a continuous corporate carbon management system (GHG Management System) by preparing annual greenhouse gas emission trend reports, analyzing the proportion of main emission sources, and setting reduction targets to align with the company's long-term plans.

Targets

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

Decarbonization

Enhance the energy and resource efficiency of the organization by implementing projects to improve the efficiency of boilers and water usage systems in the factory, along with installing a solar rooftop system to help reduce electricity consumption from external sources. This initiative aims to achieve the goals of reducing greenhouse gas emissions (GHG Scope 1–2) and efficient water usage in line with ESG principles.

Targets

Topic	GHG emissions in the base year (tCO ₂ e / Metric ton of product)	Target for reducing GHG emissions compared with the base year (tCO ₂ e / Metric ton of product)		
	2023	2026	2027	2028
Amount of greenhouse gas emission reduction	1.85 tCO ₂ e / tonne of product	1.58 tCO ₂ e / tonne of product	1.48 tCO ₂ e / tonne of product	1.39 tCO ₂ e / tonne of product

Remark : Reduced greenhouse gas emissions (Scope 1+2) by 2028, with a cumulative reduction of 24.85% compared to the 2023 base year, averaging a 5% annual reduction.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Energy and Resource Efficiency Project, focusing on improving boiler efficiency to conserve LPG usage, installing a solar rooftop system to reduce external electricity consumption, and optimizing the water system by detecting leaks and adjusting pressure appropriately, to enhance energy and resource efficiency, thereby	2026	• Clean Energy Management: Install additional Solar Rooftop systems to utilize >20% renewable energy, and control electricity consumption per ton of output to reduce by 25% compared to the base year.
	2027	• System Optimization: Optimizing boiler efficiency to reduce LPG

Strategic Initiative	Year	Expected Outcomes
supporting the organization's sustainable greenhouse gas emission reduction targets.	2028	<p>consumption and enhancing machinery performance through preventive maintenance (PM) to achieve maximum efficiency.</p> <ul style="list-style-type: none"> • Sustainable Water Resource Management: Improving piping systems and increasing water reuse (Water Reuse) to achieve the goal of reducing cumulative water consumption per ton of production by 30% compared to the base year.

Risk Management

Risk 1 : Technical and Performance

• **Risk Characteristic**

The efficiency of the machine (Boiler) or Solar Cell system does not meet the planned targets, or the energy and water measurement system malfunctions.

• **Risk Impact**

Unable to achieve the target for reducing electricity consumption per ton of production by 2028, consequently leading to greenhouse gas emissions (Scope 1&2) exceeding the set target.

• **Risk Management Measures**

- Develop a Preventive Maintenance Plan (PMPlan) and inspect Solar and Boiler systems quarterly.
- Monitor and evaluate actual energy and water savings against targets semi-annually.

Risk 2 : Budget and Investment

• **Risk Characteristic**

Fluctuations in the price of materials and equipment, such as SolarCell panels or machinery spare parts, as well as delays in procurement.

• **Risk Impact**

The project may experience delays or may not be fully implemented according to the 2026-2028 plan, which would result in a failure to meet the greenhouse gas reduction targets.

• **Risk Management Measures**

- Analyze financial viability (ROI) and prepare a long-term budget plan
- Study government support measures (e.g., BOI) to reduce the cost burden of clean energy investments

Risk 3 : Personnel and Awareness Building

• **Risk Characteristic**

Employees continuously lack knowledge, understanding, and awareness of the importance of efficient energy and water usage.

• **Risk Impact**

The unchanged resource consumption behavior of personnel results in the Greenhouse Gas (GHG) reduction project lacking sustainability and a decline in the long-term effectiveness of energy-saving measures.

- **Risk Management Measures**

- Organize "SaveEnergy & Save Water" training courses and awareness campaigns such as EnergyWeek to raise awareness among employees at all levels.
 - Communicate and announce monthly energy saving results through a tracking system to encourage participation.
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