



JUMP+ Plan



FIRETRADE ENGINEERING PUBLIC COMPANY LIMITED

(FTE)

Year 2026 - 2028

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SET

Industrials / Industrial Materials & Machinery

CG Report :

SET ESG Ratings: -

 Anti-Corruption Certification (CAC): **Yes**

Business Type

Import and Distribute fire protection equipment, fire protection system and fire alarm system as well as offering of design and installation services for fire-fighting system and fire alarm system.

Financial Statement

Year	2025	2024	2023	2022
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Income Statement (MB)

Revenues	1,403.92	1,349.54	1,155.90	1,094.33
Expenses	1,244.05	1,198.45	1,003.53	986.76
Net Profit	122.99	116.22	117.70	80.67

Balance Sheet (MB)

Assets	1,280.05	1,219.01	1,182.57	1,183.59
Liabilities	416.38	345.98	335.97	375.17
Shareholders' Equity	863.67	873.03	846.60	808.43

Cash Flow (MB)

Operating	204.79	69.06	261.76	18.31
Investing	-4.78	-8.84	-6.65	-5.68
Financing	-144.04	-103.72	-185.67	3.15

Financial Ratio

EPS (Baht)	0.19	0.18	0.18	0.12
GP Margin (%)	24.66	25.55	26.49	26.49
NP Margin (%)	8.76	8.61	10.18	7.37
D/E Ratio (Times)	0.48	0.40	0.40	0.46
ROE (%)	14.16	13.52	14.22	10.35
ROA (%)	12.79	12.58	12.88	9.48

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	180.00 Million Baht
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : Revenue Diversification & Expansion into High-Growth Industries



Governance Plan

1. Increasing the diversity of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing business continuity management

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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
Net Profit (Million Baht)	117.70	116.22	122.99	180.00

Firetrade Engineering Public Company Limited aims to achieve sustainable growth by focusing on expanding into high-potential industries, increasing the recurring income ratio from after-sales services, and introducing diverse new safety products to the market. Furthermore, the company is committed to providing efficient and eco-friendly fire suppression technologies, with a target of **reaching a net profit of 180 million Baht by 2028.**

Growth plan/Increase business value

Strategic Plan : Revenue Diversification & Expansion into High-Growth Industries

The company is committed to diversifying its revenue streams, transitioning from traditional product sales and project-based business towards more varied and stable income sources. Our core growth strategy focuses on high-potential sectors, including Data Centers, Power Generation, and Industrial sectors, where there is consistent and high-level demand for advanced safety and fire protection systems.

Simultaneously, we are expanding our product offerings and after-sales services to align with evolving regulatory trends, safety standards, and customer requirements. This approach will strengthen our competitive advantage and mitigate long-term revenue volatility, ultimately driving sustainable growth and enhancing long-term business value.

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

- Growth
- Stability

Targets

The company aims to significantly enhance its financial performance, targeting a net profit of 180 million Baht by 2028. This objective will be achieved through a comprehensive growth strategy that encompasses expansion into high-potential industries, an increased ratio of recurring income, and the development of value-added products and services.

Our target is driven by four key pillars:

1. Revenue Growth from Core Sectors: Focusing on high-growth industries, specifically Data Centers, Power Generation, and the Industrial sector.
2. Continuous Revenue Streams: Generating steady income through inspection services, maintenance, and long-term service contracts.
3. Portfolio Expansion: Diversifying into Personal Protective Equipment (PPE), safety devices, and new product lines such as fire-resistant cables.
4. Innovative & Sustainable Solutions: Offering advanced, safe, and eco-friendly fire suppression technologies.

We remain committed to Quality Growth coupled with effective risk management to ensure long-term income stability and deliver sustainable value to our shareholders.

• Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	16.75	4.03	20	10	10
Net Profit Growth (%) YoY Growth Rate	-1.25	5.82	15	15	15

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Focus on High-Growth Target Customer Segments	2026	<ul style="list-style-type: none"> The company is strategically focused on expanding its customer base into high-potential sectors, including Data Centers, Power Generation, and Industrial segment. These target groups exhibit a consistent and high-level demand for sophisticated safety and fire protection systems. The company is committed to developing strategic partnerships with key stakeholders ,including Developers, Designers, Consultants, and EPC Contractors. This collaborative approach aims to secure project opportunities from the early stages and significantly bolster our competitive advantage. The company aims to develop and secure at least 5–6 pilot projects within our target industries, with each project valued at no less than 50 million Baht. These initiatives are designed to establish a strong track record of reference projects and and expand long-term business opportunities.
	2027	<ul style="list-style-type: none"> The company aims to continuously expand its customer base across Data Centers, Power Generation, and Industrial sectors through 2027. Our established track record and the trust built from successfully completed projects will be key drivers in securing new opportunities. This is particularly vital in the Data Center segment, where clients demonstrate a strong preference for recurring partnerships with proven service providers from their previous projects. Committed to enhancing operational efficiency and project management by prioritizing cost control, resource management, and systematic project planning. These measures are designed to improve profit margins and mitigate operational risks. Key development initiatives include: 1. Systematizing Project Management: Refining processes to ensure greater structure and overall efficiency. 2. Digital Transformation: Implementing digital systems and project management tools for real-time progress tracking and budget control. 3. Human Capital Development: Enhancing team capabilities to boost project execution performance and minimize operational errors.
	2028	<ul style="list-style-type: none"> By 2028, the company aims to become the Preferred Supplier within our core target segments. We will achieve this by fostering long-term strategic relationships with key clients,

Strategic Initiative	Year	Expected Outcomes
		<p>developers, and consultants. By leveraging our extensive reference projects and technical expertise, we will continuously secure new project opportunities and establish long-term revenue stability.</p> <ul style="list-style-type: none"> The company plans to expand its business scope from fire protection equipment sales to offering Electrical, Mechanical (M&E), and other related engineering systems, including integrated contracting services. This expansion aims to capture larger-scale projects and increase the average project value per customer. In the initial phase, we will execute this strategy through strategic partnerships with specialized experts in each field. This collaborative approach is designed to bolster our execution capabilities while mitigating risks associated with business expansion.
Recurring Service & Maintenance Platform	<p>2026</p> <p>2027</p> <p>2028</p>	<ul style="list-style-type: none"> Generate over 60 million Baht in service revenue. Develop and enhance a comprehensive Customer Database by consolidating data from our existing clientele and prospective market leads. This database will serve as a strategic tool for market analysis, strategic planning, and the optimization of Customer Relationship Management (CRM). Develop long-term service models with contract durations of 3–5 years. This initiative aims to generate recurring revenue and ensure consistent, long-term financial stability. Plan to systematically implement Customer Relationship Management (CRM) and Service Tracking Systems to enhance data collection and customer analytics. These platforms will enable precise monitoring of project and service status, while optimizing sales pipeline management and after-sales service delivery. The company is developing Remote Maintenance Services powered by Internet of Things (IoT) and advanced devices to enhance real-time system monitoring and tracking. This technology enables in-depth data analytics and early warning alerts, mitigating the risk of system failures. Consequently, this empowers our clients to manage their safety operations with significantly greater efficiency. The company aims to generate over 120 million Baht in service revenue, with recurring income accounting for more than 60% of total service revenue.
PPE & Safety Equipment Business Scale-up	2026	<ul style="list-style-type: none"> Generate over 50 million Baht in revenue. Our strategy focuses on optimizing a diverse and comprehensive PPE and Safety Product Portfolio tailored to industrial demand. By partnering with premium suppliers, expanding our SKU variety, and strategic product grouping, we aim to drive sales potential and achieve sustainable growth in our customer base. Our primary focus is on the industrial sector.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> • Generate over 75 million Baht in revenue. • The company plans to develop its Distribution Channels for PPE and safety equipment through both offline and online platforms. This includes establishing a dedicated B2B Platform to streamline corporate procurement processes efficiently. Our focus is on enhancing accessibility, expanding our customer base, and driving repeat orders to ensure sustainable, long-term business growth.
	2028	<ul style="list-style-type: none"> • Generate over 100 million Baht in revenue. • The company is committed to establishing its private branding within the PPE and safety equipment market. This will be achieved by leveraging high-quality manufacturing from trusted partners, coupled with proactive marketing and the expansion of our distribution network. Our objective is to bolster customer confidence, enhance brand recognition, and drive sustainable long-term sales growth.
Green and Advanced Fire Technology Plan	2026	<ul style="list-style-type: none"> • Provide high-efficiency and environmentally friendly fire suppression solutions, including Clean Agent Systems and Water Mist Systems. • Provide engineering consultancy for specialized fire suppression systems and establish reference pilot projects within our core target segments. • Upskill and develop our engineering team to become industry specialists in these specialized fire suppression technologies.
	2027	<ul style="list-style-type: none"> • Deliver advanced fire suppression technologies specifically engineered for emerging risks, such as Lithium-ion battery and Electric Vehicle (EV) fire hazards.
	2028	<ul style="list-style-type: none"> • Position the company as a leader in innovative and environmentally friendly fire protection systems. • Propose advanced fire suppression systems as our Core Offering, integrated with our clients' ESG Strategies. This approach addresses the increasing global demand for enhanced safety, environmental responsibility, and international standards.
FRC Cable Market Entry	2026	<ul style="list-style-type: none"> • Select manufacturers and brands that comply with domestic regulatory requirements, and proceed with obtaining TIS (Thai Industrial Standards) and other relevant certifications. • Implement the cables into our company's internal projects.
	2027	<ul style="list-style-type: none"> • Position our distributed Fire Resistant Cable brands on the Approved Vendor List (AVL) of lead designers and consultants. • Supply and distribute to general M&E (Mechanical & Electrical) contractors.
	2028	<ul style="list-style-type: none"> • Generate revenue about 70 million Baht.

Risk Management

Risk 1 : Risk of dependency on large-scale projects or key customer groups.

- **Risk Characteristic**

A significant portion of the company's revenue is derived from large-scale infrastructure projects, such as Data Centers, High-Voltage Substations, industrial plants, and high-rise buildings. This concentration may lead to fluctuations in both revenue and profitability.

- **Risk Impact**

Dependency on large-scale clients leads to revenue and profit volatility. Any project delays or postponements could significantly impact the company's cash flow and revenue.

- **Risk Management Measures**

Diversify revenue streams by expanding into product sales, after-sales services, and the PPE & Safety Equipment segment, while broadening our customer base across multiple segment.

Risk 2 : Credit risk and potential customer default.

- **Risk Characteristic**

The company generally operates under progress of completion for projects or credit terms for product sales. If customers encounter financial difficulties or payment delays, it could lead to an increase in overdue accounts receivable or potential payment defaults.

- **Risk Impact**

Directly affecting the company's cash flow, increasing interest burdens and working capital requirements, and potentially leading to bad debt.

- **Risk Management Measures**

1. Perform regular creditworthiness assessments of all clients.
2. Establish credit limits and utilize secure payment terms, such as Letters of Credit (L/C) or advanced deposits, to mitigate financial risks.
3. Maintain rigorous accounts receivable tracking and pursue strict legal action in cases of bad debt.

Risk 3 : Risks associated with the volatility of raw material prices and labor costs.

- **Risk Characteristic**

Prices of materials, equipment, and products are subject to volatility driven by global market conditions, exchange rate fluctuations, and manufacturing costs. Furthermore, the limited availability of skilled labor has significantly driven up labor expenses.

- **Risk Impact**

Many components of our fire protection and alarm systems are imported. Increases in raw material prices or freight costs can escalate the total cost of long-term contract projects, directly impacting our profit margins. Furthermore, a lack of effective manpower planning for high-quality skilled labor could result in significantly higher operational expenses.

• Risk Management Measures

1. Establish forward purchase agreements based on confirmed projects and high-probability leads.
 2. Diversify the supplier base to mitigate procurement risks and dependency.
 3. Optimize inventory management to ensure cost-efficiency and supply stability.
 4. Enhance workforce skill development and implement strategic planning for international skilled labor recruitment.
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Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Increasing the diversity of the board of directors

This plan is designed to enhance the composition of the Board of Directors by fostering Diversity in both demographics (e.g., gender, age, ethnicity) and professional skills (e.g., technology, legal, sustainability).

The goal is to align with international best practices and Corporate Governance (CG) Codes to ensure the board remains resilient and forward-thinking.

Targets

Enhance Decision-Making: To prevent "Groupthink" by incorporating diverse perspectives and cognitive variety into board discussions.

Build Stakeholder Trust: To demonstrate transparency and modern governance to shareholders and investors.

Drive Sustainability (ESG): To meet ESG rating criteria, which increasingly prioritize gender diversity and specialized skill sets.

Future-Proofing: To add expertise in critical emerging areas such as Digital Transformation, Cybersecurity, and Social Responsibility.

Topic	Current Status	Targets		
		2026	2027	2028
The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028.	Complete	-	-	-

Strategic Initiative

Board Skill Matrix Development to identify skill gaps within the Board of Directors.

Strategic Initiative	Year	Expected Outcomes
Analyze the company’s future direction and business strategy to determine which areas of expertise are needed	2026	<ul style="list-style-type: none"> The Company's directors are required to have a thorough knowledge and understanding of Industry Knowledge, Accounting & Finance, Management, Strategic Planning, Investment, IT & Digital, Risk Management, Law, and Sustainability (ESG)
	2027	<ul style="list-style-type: none"> Assess Current Board Members: Conduct a Self-Assessment where each director evaluates their own skills based on the defined criteria. The Nomination Committee should review the assessment alongside professional backgrounds to ensure accuracy
	2028	<ul style="list-style-type: none"> Review the table to see if any essential skills are missing or underrepresented. The results will guide the recruitment of new directors or the planning of training programs for current members

Risk Management

Risk 1 : 1. Resistance to Change : Existing board members may be reluctant to embrace new viewpoints or move away from traditional recruitment circles. 2. Talent Scarcity: Challenges in finding candidates who possess both the specific industry expertise and the desired diversity traits. 3. In-Board Conflict: While diverse perspectives are beneficial, they can lead to slower decision-making or friction if not managed with an inclusive leadership style.

• **Risk Characteristic**

Board members with diverse backgrounds in gender, age, and skill sets may require a significant adjustment period. This could lead to decision-making inefficiencies or internal conflicts within the board during the initial stages.

• **Risk Impact**

1. Transactions may fail to achieve financial goals or expected profit margins.
2. Delayed integration: Ineffective collaboration can lead to delays in integrating systems, organizational structures, and teams, falling behind the original schedule.
3. Potential internal conflict: Misalignment in behavior, attitudes, and communication may cause cooperation issues and a lack of mutual trust.

• **Risk Management Measures**

1. Cultivating a Collaborative Culture (Team Building): Organize activities or workshops focused on understanding diverse backgrounds (gender, age, and skills) to foster mutual trust.
2. Strengthening Risk Culture: Clearly define the Board’s goals and core values to ensure all members share a unified understanding of risk.
3. Adopting Cultural Intelligence (CQ): Promote the development of Cultural Intelligence among directors to enhance their adaptability and ability to work effectively across diverse cultures.
4. Transparent Communication Processes: Implement an alert system and dedicated feedback channels to mitigate internal conflicts and enhance transparency.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company prioritizes enhancing anti-corruption efforts by conducting business with transparency and fostering an Anti-corruption Culture. We encourage all employees to remain vigilant and engaged, while ensuring clear communication with all stakeholders, including customers, business partners, and the community

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	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	-	To enhance our mutual commitment to integrity, we kindly request your cooperation in implementing anti-corruption measures within your organization. By fostering a culture of transparency together, we can ensure a fair and ethical business environment for all parties involved	Our team is dedicated to advising and supporting our partners in developing their own anti-corruption frameworks, while actively monitoring related initiatives to ensure alignment with our shared values	Our business partners have established Anti-Corruption Policies and have successfully put them into practical implementation

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
We invite our business partners to join us in establishing an Anti-Corruption Policy to promote transparency and ethical business standards	2026	<ul style="list-style-type: none"> Our business partners have responded positively and expressed their interest in developing an Anti-Corruption Policy
	2027	<ul style="list-style-type: none"> Our partners have developed their own Anti-Corruption Policies
	2028	<ul style="list-style-type: none"> Business partners have officially announced their Anti-Corruption Policies and have successfully implemented them in practice

Risk Management

Risk 1 : Business partners have shown a lack of interest in collaborating on Anti-Corruption Policies

• **Risk Characteristic**

The risk of a lack of commitment or prioritization of anti-corruption initiatives among business partners may result in the failure to effectively implement policies as planned. Such shortcomings could ultimately undermine the effectiveness of the Company’s overall risk management framework.

• **Risk Impact**

Any involvement of our business partners in corruption-related issues or negative publicity could adversely impact the Company’s image, reputation, and credibility as a contracting party or business associate. Such incidents may result in a decline in confidence among customers, investors, and stakeholders, potentially affecting the Company’s operations and long-term business opportunities.

• **Risk Management Measures**

The Company is committed to enhancing the role of supporting and developing the capabilities of its business partners by serving as a consultant. We provide guidance and assistance in formulating anti-corruption policies that are practical and effective. Furthermore, the Company organizes training sessions and knowledge-sharing programs for the management and relevant personnel of our partners. These initiatives aim to foster a deep understanding of the principles, significance, and benefits of anti-corruption efforts, ultimately raising the standards of transparent and sustainable business operations together.

Governance of Risk and Management Compliance

Enhancing business continuity management

The company places importance on business continuity management to ensure that it can continue operations even in the event of unforeseen circumstances that may impact its activities. Accordingly, the company has established strategies to enhance its business continuity management, focusing on assessing and managing risks that may affect its core business processes, strengthening supply chain resilience, and maintaining appropriate inventory levels. In addition, the company is committed to developing information technology systems and data backup systems to support operations during crisis situations. Furthermore, the company has implemented emergency response plans, along with regular training and testing, to ensure that personnel are able to perform their duties effectively in the event of incidents that may disrupt business operations. The company will also continuously review and improve its business continuity plans to ensure alignment with the evolving business environment and changing risk landscape.

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.	In Progress	In Progress	In Progress	Success
• Prepare and conduct the annual review of the business continuity management plan.	In Progress	In Progress	In Progress	Success
• Organize Crisis Management Drills	In Progress	In Progress	In Progress	Success

Topic	Current Status	Targets		
		2026	2027	2028
<p>The Company proactively identifies and analyzes emerging risks that may impact its business operations, financial performance, and long-term sustainability. These risks may arise from changes in the economic environment, geopolitical tensions, technological advancements, regulatory developments, and environmental factors. To ensure comprehensive risk assessment, the Company conducts scenario analysis by evaluating a range of plausible situations and their potential impacts on key business functions. This approach enables the Company to assess the likelihood and severity of each risk, as well as its potential operational, financial, and strategic implications. Based on the results of the analysis, the Company develops and implements appropriate mitigation plans. These include preventive measures, contingency plans, diversification strategies, and business continuity management to enhance resilience and minimize potential disruptions. The oversight of emerging risks is supported by the active involvement of senior management, who regularly review risk assessments, monitor key risk indicators, and participate in strategic decision-making. This ensures that emerging risks are effectively managed in a timely manner and aligned with the Company's overall risk management framework.</p>	-	-	-	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Risk Management in War situation Conditions and Cybersecurity	2026	<ul style="list-style-type: none"> Mitigate the impact of product costs, transportation expenses, and supply shortages by maintaining adequate and appropriate forward currency hedging aligned with anticipated expenditures.
	2027	<ul style="list-style-type: none"> Increase inventory levels to return to normal conditions.
	2028	<ul style="list-style-type: none"> Expand inventory planning to include new products, creating additional sales channels and attracting new customer segments.

Risk Management

Risk 1 : natural disaster

• **Risk Characteristic**

The Company may be exposed to risks from natural disasters, such as floods, storms, or earthquakes, which could result in physical damage to facilities, offices, or construction projects. Such events may lead to operational disruptions, failures in utility systems, and supply chain interruptions. Consequently, these factors could impair the Company's service capacity, delay project deliveries, and compromise employee safety, potentially leading to financial losses and reputational damage.

• Risk Impact

Table Impact Analysis of Business Disruption from Disasters (by business)

Impact Analysis of Business Disruption from Disasters (by Business Type)

Impact Analysis	Equipment Distribution (Trading)	System Installation (Solutions)	After-Sales Service (Services)
External Impacts - Customers - Suppliers	High Low	Medium Low	High Low
Internal Impacts - Financial Status - Operational Losses - Company Reputation and Image	High High High	Medium High High	Low Medium High

Maximum Tolerable Period of Disruption (MTPD) and Recovery Time Objective (RTO) by Core Business Functions

Main Processes	Equipment Distribution (Trading)	System Installation (Solutions)	After-Sales Service (Services)
- Sales and Service Administration (Sales Quotes, Sales Orders / Service Orders, and Customer Invoicing)	1 day	1 day	1 day
- Project Management	N/A	3 day *	3 day *
- Demand & Supply Management	1 day	1 day	1 day
- Inventory & Logistics Management	1 day	1 day	1 day
- Procurement	1 day	1 day	1 day
- Recovery Time Objective (RTO)	3 day	7 day	7 day

*Note: In the event of a disaster occurring at a project site where the company has been contracted to perform installation, inspection, repair, or maintenance services, operations shall proceed in accordance with the agreement between the company and the customer.

• Risk Management Measures

Business Continuity Strategy

Resources	Business Continuity Strategy
Office	1) Repair and restore the office premises damaged by disasters as quickly as possible. 2) Assign certain departments such as Sales, Marketing, Project Control, and Service teams to work off-site or from home (Work from Home). 3) Use part of the company's warehouse space as a temporary office for essential personnel. 4) Rent and relocate to a backup office of approximately 200 sq.m., which has been preliminarily surveyed at 3 locations: (1) CW Tower (2) Ratchadaphisek Tower 2 (3) Bangna Tower Estimated rental cost: 100,000 THB/month (500 THB/sq.m./month).
Warehouse	1) Repair and restore warehouse areas damaged by disasters as quickly as possible and relocate goods to a safe area. 2) Rent and relocate goods to a backup warehouse of approximately 2,000 sq.m., preliminarily surveyed at a location in Krathum Baen District, Samut Sakhon, Bangkok (Tel: 096-9722577). Estimated rental cost: 240,000 THB/month (120 THB/sq.m./month).
Products	For damaged goods: 1) Inspect goods in transit from suppliers and expedite delivery from suppliers to support urgent demand. 2) Coordinate with customers to postpone deliveries where necessary. 3) Source products from domestic suppliers to meet customer demand.
Resources	Business Continuity Strategy
Vehicles and Handling Equipment (e.g., delivery trucks, forklifts)	1) Use services from alternative logistics providers. 2) Rent forklifts (forklifts) on a short-term basis. 3) Coordinate with customers to postpone deliveries as necessary.
Business Data Systems	1) Use data backed up on external hard disks by users. 2) Use data stored on the company's servers with backup systems in place. 3) Relocate servers to a safer location if possible.
Office Equipment (e.g., printers, plotters, copiers, computers, laptops)	1) Utilize available office equipment first, then procure additional equipment externally if insufficient. 2) Use services from external providers (e.g., document printing/copying services, engineering printing services, or short-term equipment rental).
Personnel	1) Assign personnel within the same department to substitute for each other. 2) Assign personnel with similar skill sets to rotate and perform tasks interchangeably.
Utilities – Electricity Utilities – Water Supply Utilities – Communications	1) Enable relevant departments (e.g., Sales, Marketing, Project Control, Service) to work remotely or from home (Work from Home). 2) Relocate to a temporary or backup office.
Transportation / Logistics	1) Survey transportation routes and avoid potentially unsafe routes. 2) Coordinate with customers/partners to postpone deliveries or change delivery locations.

Risk 2 : War situation

• Risk Characteristic

1. Supply Chain Risk
2. Cost of Goods Risk
3. Foreign Exchange Risk
4. International Trade and Legal Risk
5. Market and Demand Risk
6. Transportation and Logistics Risk

• Risk Impact

1. Supply Chain Risk
 - If war occurs in manufacturing countries or along transportation routes, it may disrupt production and exports.
 - Sea or air transportation may be restricted or delayed.
 - Certain products or fire protection equipment may become scarce or cannot be delivered on time as agreed in contracts.
2. Cost of Goods Risk
 - Prices of raw materials such as steel, brass, and aluminum may increase due to the impact of war.
 - International transportation costs, such as freight charges and cargo insurance, may rise.
 - This may result in higher import costs and reduced profit margins.
3. Foreign Exchange Risk

-War often causes currency fluctuations.

-If products are imported in currencies such as USD or EUR, costs may increase due to currency appreciation.

4. International Trade and Legal Risk

-Trade sanctions may be imposed.

-Some countries may restrict exports or increase import tariffs.

-This may make it more difficult to import certain brands or products from specific countries.

5. Market and Demand Risk

-If the economy is affected by war, customers such as factories, buildings, or construction projects may delay investments.

6. Transportation and Logistics Risk

-Certain shipping routes may be closed, such as key straits or conflict-affected seas.

-Goods may take longer to transport and face a higher risk of damage.

• Risk Management Measures

1. Supplier Diversification

-Diversify sourcing by importing products from multiple countries or suppliers to reduce reliance on any single manufacturer.

-In the event of conflict or war in a manufacturing country, alternative sources can be used to maintain supply continuity.

2. Inventory Management

-Maintain an appropriate level of safety stock, especially for high-demand core products.

-This helps mitigate the risk of shortages during delays in international transportation.

3. Monitoring Global Economic and Political Situations

-Closely monitor geopolitical conflicts, wars, and international trade measures.

-This enables the Company to assess potential impacts on imports and logistics in a timely manner.

4. Foreign Exchange Risk Management

-Consider entering into forward contracts or setting exchange rate terms with trading partners.

-This helps reduce the impact of currency fluctuations.

5. Logistics and Transportation Planning

-Increase transportation options, such as sea freight, air freight, or using multiple logistics providers.

-This reduces the risk of disruption in any single transportation route.

6. Cargo and Transportation Insurance

-Arrange cargo insurance to cover potential damage during transit.

-This provides protection against unexpected events during periods of uncertainty, such as wartime conditions.

7. Supplier Relationship Management

-Maintain strong relationships with manufacturers and distributors.

-This facilitates effective coordination and quick problem-solving in case of delivery disruptions or emergencies.
