# JUMP+

## JUMP+ Plan

LEO GLOBAL LOGISTICS

# LEO GLOBAL LOGISTICS PUBLIC COMPANY LIMITED

# (LEO)

Year 2026 - 2028

This report was approved by the board of directors on 12/12/2025

and disseminated on 05/01/2026

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| Services | SET ESG Ratings: **BBB** |
| | Anti-Corruption Certification (CAC): **-** |

## Business Type

Providing end-to-end global logistics services, and integrated logistics services

| Financial Statement | | | | |
| --- | --- | --- | --- | --- |
| Year | 2024 | 2023 | 2022 | 2021 |
| **Income Statement (MB)** | | | | |
| Revenues | 1,632.54 | 1,372.92 | 4,495.35 | 3,369.66 |
| Expenses | 1,548.59 | 1,261.42 | 4,109.79 | 3,148.81 |
| Net Profit | 47.56 | 83.47 | 304.59 | 198.81 |
| **Balance Sheet (MB)** | | | | |
| Assets | 1,863.99 | 1,559.00 | 1,715.26 | 1,610.84 |
| Liabilities | 958.06 | 633.09 | 802.48 | 820.81 |
| Shareholders' Equity | 909.57 | 910.45 | 892.89 | 771.77 |
| **Cash Flow (MB)** | | | | |
| Operating | -41.95 | -50.15 | 643.83 | -301.94 |
| Investing | -198.50 | 61.11 | -319.20 | 279.60 |
| Financing | 221.90 | -296.52 | -41.66 | 84.44 |
| **Financial Ratio** | | | | |
| EPS (Baht) | 0.15 | 0.27 | 0.95 | 0.62 |
| GP Margin (%) | 29.09 | 33.67 | 19.72 | 19.34 |
| NP Margin (%) | 1.94 | 5.56 | 6.81 | 5.93 |
| D/E Ratio (Times) | 1.06 | 0.68 | 0.88 | 1.04 |
| ROE (%) | 5.23 | 9.26 | 36.59 | 28.68 |
| ROA (%) | 4.19 | 7.53 | 24.02 | 18.98 |

## JUMP+ Plan

### Business Plan

### Target in 2028

| | |
| --- | --- |
| Achieve EBITDA growth in 2028 to be at least 45% from the EBITDA figure in 2025. | **45.00** % |
| Achieve EBITDA growth in 2028 to be at least 50-55 Million Baht from the EBITDA figure in 2025. | **+50-55** Million Baht |

| Strategic Plan | Growth | Profitability & Efficiency | Stability |
| --- | --- | --- | --- |
| 1. Expand Current Trade Lanes & New Trade Lanes | ✅ | ✅ | |
| 2. Diversified Growth – Expand revenue base into Rail and Non-Freight / Non-Logistics businesses | ✅ | ✅ | |

### Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts

2. Enhancing prevention of conflicts of interest

3. Enhancing governance of information security

### Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

# Section 1

# Business Plan

# Business Plan

## Target in 2028

| | YE/2022 | YE/2023 | YE/2024 | Target in 2028 |
|---|---|---|---|---|
| Achieve EBITDA growth in 2028 to be at least 45% from the EBITDA figure in 2025. (%) | 61.00 | -63.00 | -26.00 | **45.00** |
| Achieve EBITDA growth in 2028 to be at least 50-55 Million Baht from the EBITDA figure in 2025. (Million Baht) | +160.00 | -268.00 | -41.00 | **+50-55** |

"LEO is an End-to-End global logistics service provider, committed to driving sustainable growth through route expansion and the provision of all-encompassing logistics services. The company also aims to further expand into Rail / Non-Freight / Non-Logistics and Green Logistics businesses. LEO prioritizes its customers and partners, continuously developing efficient operations and conducting business responsibly towards society and the environment to foster stable long-term growth."

## Growth plan/Increase business value

### Expand Current Trade Lanes & New Trade Lanes

Develop existing transportation routes and open new routes across Sea Freight, Air Freight, and Cross-Border services for both import and export, such as India, China, the USA, Canada, Intra-Asia, Europe, Japan, and Korea. Focus on expanding international transportation services by sea, air, and land along strategic routes, particularly Thailand–China, Thailand–Europe, and Thailand–ASEAN, to enhance comprehensive end-to-end logistics service coverage and further build strategic business partnerships.

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

- Growth
- Profitability & Efficiency

### Other Targets

| Topic | Baseline | Targets | | |
|---|---|---|---|---|
| | 2024 | 2026 | 2027 | 2028 |
| Gross Profit Growth (%) | 3% | 15% | 15% | 15% |

### Strategic Initiative

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| Develop Current Trade Lanes & New Trade Lanes | 2026 | • Establish a Trade Specialist team to oversee and study service offerings for transportation routes that the company aims to develop. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| | | • Conduct training activities for employees, customers, and suppliers to provide knowledge related to logistics services and relevant regulations for each transportation route. |
| | | • Develop policies and enhance Green Logistics services, as many countries have stringent laws and standards regarding the reduction of greenhouse gas emissions from logistics processes. |
| | 2027 | • Leverage technology to develop predictive demand forecasting in order to plan capacity for each transportation route. |
| | | • Develop and offer comprehensive Green Logistics services to customers. |
| | 2028 | • Expand international transportation routes. |
| | | • Expand the number of customers using green logistics services. |
| New Customer Focus | 2026 | • Establish a dedicated sales team to manage Key Accounts with high sales volumes in line with the company's targets. |
| | | • Develop sales manuals and sales tools tailored to each industry for the sales team. |
| | | • Establish the LEO Sales Academy to continuously enhance the capabilities and effectiveness of the sales team, and to serve as a strategic approach for building the company's next generation of sales professionals. |
| | 2027 | • Increase the number of SPAB Key Account customers by 15–20 percent. |
| | | • Develop the LEO Sales Academy into a key mechanism for driving sales growth. |
| | 2028 | • Increase the number of SPAB Key Account customers by 15–20 percent. |
| Customer Engagement (CRM / Event / CSR / Supplier Relationship) | 2026 | • Conduct Customer Relationship Management (CRM) activities once a month for the company's key customers or customers with high potential. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| | | • Launch the Corporate Social Responsibility (CSR) project "My School Project – Project 7" and conduct public relations activities to inform customers, in order to raise awareness of social responsibility and enhance customer engagement. |
| | | • Leverage technology to strengthen customer engagement with Key Account customers. |
| | | • Maintain customer satisfaction levels, as measured by the Customer Satisfaction Survey, at above 90% |
| | 2027 | • Conduct Customer Relationship Management (CRM) activities once a month. |
| | | • Develop a loyalty program, such as reward points and/or enhanced value-added services. |
| | | • Deliver the CSR project "My School Project – Project 7" and invite Key Account customers to participate in the activities. |
| | | • Maintain customer satisfaction levels, as measured by the Customer Satisfaction Survey, at above 90%. |
| | 2028 | • Conduct Customer Relationship Management (CRM) activities once a month. |
| | | • Launch the Corporate Social Responsibility (CSR) project "My School Project – Project 8" and conduct public relations activities to inform customers, in order to raise awareness of social responsibility and enhance customer engagement. |
| | | • Maintain customer satisfaction levels, as measured by the Customer Satisfaction Survey, at above 90%. |

## Risk Management

### Risk 1

Geopolitical Conflict

### Risk Characteristic

Conflicts or tensions between two or more countries, primarily arising from the use of geographical factors, including both physical characteristics and natural resources.

**Risk Impact**

Geopolitical conflicts affect multiple sectors, including global trade, supply chains, investment, and the overall economy, such as disruptions to international transportation or obstacles to cross-border logistics.

**Risk Management**

Build strong relationships with overseas business partners to develop alternative transportation solutions for customers shipping goods to countries affected by geopolitical conflicts.

**Risk 2**

Risks arising from intense competition in the logistics service provider industry.

**Risk Characteristic**

High competition, with a large number of new logistics service providers entering the industry.

**Risk Impact**

There may be price competition.

**Risk Management**

- Enhance employees' logistics knowledge and expertise to deliver excellent service to customers and create differentiation from competitors.
- Increase value across the service value chain by providing comprehensive end-to-end and one-stop services to strengthen price competitiveness.
- Focus on specialized services (niche and high-margin), such as cold chain and rail services, and expand non-freight and non-logistics related services.
- Strengthen relationships with business partners to maintain the most efficient cost structure possible.

## Diversified Growth – Expand revenue base into Rail and Non-Freight / Non-Logistics businesses

LEO aims to achieve diversified growth through expanding its services in rail, non-freight, and non-logistics businesses to establish new revenue streams, increase profitability, and reduce reliance solely on international freight business revenue, with key initiatives planned.

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

- Growth
- Profitability & Efficiency

### Other Targets

| Topic | Baseline | Targets | | |
|---|---|---|---|---|
| | 2024 | 2026 | 2027 | 2028 |
| % of Rail /Non - Freight / Non - Logistics Revenue from total revenue | 11% | 20% | 25% | 28-30% |

### Strategic Initiative

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| Rail Service: Expand Cross-Border Rail and Truck services connecting the CLMV region and China. | 2026 | • Expand Cross-Border Rail and Truck services along the Thailand–Laos PDR–China–Vietnam–Malaysia corridors.<br><br>• Expand the customer base and promote increased two-way traffic for both exports and imports.<br><br>• Establish strategic partners networks in China, Laos PDR, Vietnam, and Malaysia to develop new business opportunities.<br><br>• Study the development of a Cross-Border Ecosystem system to serve as a platform for shipment status tracking. |
| | 2027 | • Increase the number of trips and the volume of two-way traffic for both exports and imports.<br><br>• Expand the Key Account customer base by 25 percent.<br><br>• Develop the Cross-Border Ecosystem system as a platform for shipment status tracking. |
| | 2028 | • Increase the number of trips and the volume of two-way traffic for both exports and imports.<br><br>• Further expand the customer base.<br><br>• Further develop the Cross-Border Ecosystem system as a platform for shipment status tracking. |
| LEO Self Storage – Digital Marketing & Brand Awareness | 2026 | • Engage consultants with expertise in social marketing to provide guidance or conduct social media activities to enhance effectiveness.<br><br>• Conduct sales promotion activities, including CRM, on a continuous basis.<br><br>• Increase the occupancy rate of the China Town and Rama 4 branches by at least 25 percent. |
| | 2027 | • Conduct sales promotion activities, including CRM, on a continuous basis.<br><br>• Increase the occupancy rate of the China Town and Rama 4 branches by at least 20 percent. |
| | 2028 | • Conduct sales promotion activities, including CRM, on a continuous basis. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| | | • Increase the occupancy rate of the China Town and Rama 4 branches by at least 15 percent. |
| LEO COLDBOTIC – Intelligent Warehouse for Wine | 2026 | • Increase the number of Key Accounts customers.<br><br>• Conduct promotional activities for the "From Vineyard to Table" end-to-end global logistics solution to help reduce transportation costs for customers.<br><br>• Conduct Customer Focus and CRM activities on a continuous basis.<br><br>• Increase the occupancy rate by at least 30 percent. |
| | 2027 | • Conduct Customer Focus and CRM activities.<br><br>• Increase the occupancy rate by at least 20 percent. |
| | 2028 | • Conduct Customer Focus and CRM activities.<br><br>• Maintain the occupancy rate at no less than 85 percent. |

## Risk Management

### Risk 1

Risks in rail freight services

### Risk Characteristic

Delays in cross-border rail connections, differing regulations in each country

### Risk Impact

- Delayed transportation affects delivery time and customer satisfaction.
- Inability to predict Lead Time makes planning difficult.
- Rail volume did not grow as targeted.

### Risk Management

- Establish local partnerships and a coordination team.
- Implement Contingency Routes, such as switching to Rail–Truck or Rail–Sea, or other alternative routes.
- Develop a Cross Border Eco System Platform to create Cargo Visibility and serve as a channel for real-time shipment status monitoring.

### Risk 2

Digital Marketing Risks of LEO Self Storage

### Risk Characteristic

The use of Digital Marketing does not directly reach the target audience.

## Risk Impact

- Marketing expenses increased without yielding results

- Occupancy rate did not reach the specified level

- Ineffective brand building makes it difficult to compete with other service providers

## Risk Management

Engage consultants or companies specializing in Social Marketing to provide guidance or organize Social Media activities for enhanced effectiveness.

# Section 2

# Governance Plan

JUMP+

## Governance Plan

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

This anti-corruption and bribery elevation plan is established to prevent corruption and bribery in all forms and at all levels. It involves the creation of clear policies and guidelines that cover the organization's business activities, ensuring that business decisions with potential risks are monitored, audited, and evaluated for performance. This also includes clearly identifying corrective actions and preventive measures against recurrence. The policies and guidelines are communicated to all employees and stakeholders. Furthermore, the policies are reviewed and performance results are reported to the Board of Directors at least once a year to ensure the policies remain current and responsive to events, thereby preventing corruption risks and promoting the company's sustainable growth.

### Targets

| Topic | Current Status | Targets | | |
|---|---|---|---|---|
| | | 2026 | 2027 | 2028 |
| The company has established an anti-corruption policy and practices. | In Progress | Success | Success | 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 | Success | Success | Success |
| • 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 | Success | Success | Success |
| • The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors | In Progress | Success | Success | Success |
| Achieve CAC certification from the Thai Institute of Directors (Thai IOD) | Not Started | Signatory | In the process of applying for certification. | Certified |
| Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies | - | In Progress | In Progress | Success |

Remark : Development of Anti-Corruption and Bribery Policy and Guidelines: Currently, the company has an anti-corruption and bribery policy and guidelines, monitoring processes, and reports to the Board of Directors. However, the policy may not yet be clear, comprehensive, or complete. Therefore, the company intends to revise the policy and guidelines to cover all business activities of the company for submission to the Board of Directors for approval by 2026. Additionally, monitoring and reporting to the Board of Directors will be conducted at least once a year. Consequently, the company has designated its current status as 'in progress'.

**Strategic Initiative**

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| Improvement of anti-corruption policies and practices, together with monitoring and evaluation of compliance with the policies. | 2026 | • Improve anti-corruption and anti-bribery policies to cover business operations, with clear practices, specifying monitoring and evaluation of compliance with the policies, and clearly defined corrective actions and preventive measures to prevent recurrence, with policy reviews and reporting of audit results to the Board of Directors at least once a year. |
| CAC certification plan by the Thai Institute of Directors (Thai IOD) | 2026 | • The company signed a declaration of intent to join CAC. |
| | 2027 | • Prepare a self-assessment on anti-corruption measures in accordance with the Thai Private Sector Collective Action against Corruption (CAC) to conduct a gap analysis and develop a plan to enhance the internal anti-corruption system of the organization.<br><br>• Develop operational improvements (gap closure) in anti-corruption in accordance with the Thai Private Sector Collective Action against Corruption program, in preparation for applying for certification to join the Thai Private Sector Collective Action against Corruption.<br><br>• Prepare documents related to anti-corruption, including policies, manuals, plans, meeting minutes, and other documents relevant to the items to be assessed in anti-corruption matters. |
| | 2028 | • Have the Audit Committee review all information in the self-assessment form, and the Chairman of the Audit Committee sign it for certification.<br><br>• Have the Chairman of the Board of Directors and the Chief Executive Officer (CEO) sign the self-assessment form.<br><br>• Submit the self-assessment documents and supporting reference documents to the CAC. |
| A plan to 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 | 2026 | • Prepare a Supplier Code of Conduct specifying requirements for key suppliers that conduct direct business with the Company (Critical Tier 1) to have written anti-corruption and anti-bribery policies by the year 2028. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| | | • Prepare an ESG supplier assessment that includes requirements for having anti-corruption and anti-bribery policies. |
| | | • Communicate the Supplier Code of Conduct to all suppliers, both new and existing, to ensure their acknowledgment and compliance. |
| | | • Disclose the Supplier Code of Conduct on the website. |
| | | • Communicate the company's expectations that key suppliers conducting direct business with the company (Critical Tier 1) have anti-corruption and anti-bribery policies, and that ESG supplier assessments will be conducted starting from the year 2027 onward. |
| | | • Disclose the Supplier Code of Conduct. |
| | 2027 | • Communicate the company's expectations to key suppliers that conduct direct business with the company (Critical Tier 1) that they have anti-corruption and anti-bribery policies, and that ESG supplier assessments will be conducted starting from the year 2027 onward. |
| | | • 50 percent of key suppliers that conduct direct business with the company (Critical Tier 1) have been assessed on ESG performance, including the requirement to have anti-corruption and anti-bribery policies. |
| | | • 20 percent of key suppliers that conduct direct business with the company (Critical Tier 1) have anti-corruption and anti-bribery policies. |
| | | • Report the results of the ESG supplier assessment to the relevant committee(s) for acknowledgment. |
| | 2028 | • Communicate the company's expectations to key suppliers that conduct direct business with the company (Critical Tier 1) that they have anti-corruption and anti-bribery policies, and that ESG supplier assessments will be conducted in the year 2027. |
| | | • 100 percent of key suppliers that conduct direct business with the company (Critical Tier 1) have been assessed on ESG in the aspect of having written anti-corruption and anti-bribery policies. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| | | • 40 percent of key suppliers that conduct direct business with the company (Critical Tier 1) have anti-corruption and anti-bribery policies.<br><br>• Report the results of the ESG supplier assessment to the relevant committee(s) for acknowledgment.<br><br>• Disclose the results of the ESG supplier assessment in the 56-1 One Report 2028. |

**Risk Management**

**Risk 1**

Risk arising from an anti-corruption policy that is not clearly comprehensive

**Risk Characteristic**

1. **Legal and Regulatory Risks**: If the company lacks clear policies, it may violate anti-corruption laws, leading to fines or legal proceedings, and the loss of business licenses.
2. **Reputation and Trust Risks**:  The lack of clear and comprehensive anti-corruption measures will create a negative image, leading to a loss of trust from shareholders, customers, and business partners, which may affect the company's long-term value.
3. **Financial and Business Cost Risks**:  Internal corruption leads to hidden costs such as fines, litigation expenses, and loss of business opportunities, as well as damages from retrospective audits.
4. **Operational Risks**: As the company does not achieve maximum benefits according to the objectives of its operations due to corruption and bribery.

**Risk Impact**

Operational impacts create vulnerabilities in procurement and contract management, and pose a risk of scrutiny from regulatory bodies and loss of collaboration with international partners such as CAC or IOD, who emphasize governance standards.

**Risk Management**

1. Develop a comprehensive anti-corruption policy covering all levels, with a monitoring mechanism and regular reporting at least once a year. This policy should be communicated to all employees throughout the organization to foster awareness and compliance, and should also include corrective actions and preventive measures to avoid recurrence, thereby contributing to long-term problem resolution.
2. Establish disciplinary measures and whistleblowing mechanisms to foster a transparent organizational culture.
3. Organize training for employees and executives on ethics and relevant laws.

**Risk 2**

Critical Tier 1 partners directly conducting business with the company do not have an anti-corruption and bribery policy.

**Risk Characteristic**

If critical Tier 1 business partners directly engaged with the company do not have an anti-corruption policy, this may lead to risks in joint business operations such as bribery, the use of power to benefit associates, or bribing to win bids. These risks will result in a lack of confidence in conducting business, loss of credibility, a negative impact on the company's image, a lack of transparency, and foster distrust in joint business operations.

**Risk Impact**

The risk of fraud and corruption causes financial damage from the loss of resources and capital that are not optimally utilized for the company. This leads to decreased operational efficiency, a deteriorated organizational culture, and undermines the overall management system of the organization, consequently impacting legal and financial risks due to misconduct.

**Risk Management**

1. Schedule a meeting to clarify the necessity and importance of establishing an anti-corruption policy, as well as to understand limitations and jointly set a timeline for policy development.
2. Provide samples of anti-corruption policies to critical Tier 1 business partners who directly conduct business with the company.
3. Organize training or communicate to provide guidance on policy development.
4. Conduct an ESG assessment of partners regarding anti-corruption at least once a year.

## Enhancing prevention of conflicts of interest

The company has developed a plan to enhance the prevention of conflicts of interest, ensuring that all business decisions are focused on maximizing benefits in line with the company's objectives, based on impartiality and economic efficiency, thereby maintaining the trust and confidence of stakeholders. The company implements this at the policy level, with clear guidelines and processes for monitoring policy adherence and reporting conflicts of interest to the Board of Directors at least once a year. Furthermore, it identifies corrective actions and preventive measures to avoid recurrence, thereby mitigating potential future risks that could impact the long-term growth of the business.

**Targets**

| Topic | Current Status | Targets | | |
|---|---|---|---|---|
| | | 2026 | 2027 | 2028 |
| The company has established a policy and procedures to prevent conflicts of interest. | In Progress | Success | Success | Success |
| • The company has developed a comprehensive,written policy and guidelines to prevent conflicts of interest,which have been approved by the Board of Directors. | In Progress | Success | Success | Success |
| • Compliance with the conflict of interest policy is monitored through a formal process at least annually. | In Progress | Success | Success | Success |
| • Conflicts of interest are reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence. | In Progress | Success | Success | Success |

| Topic | Current Status | Targets | | |
|---|---|---|---|---|
| | | 2026 | 2027 | 2028 |
| Key suppliers that conduct direct business with the company (Critical Tier 1) comply with the company's policies and practices on the prevention of conflicts of interest. | - | In Progress | In Progress | Success |

Remark : Development of a Policy and Guidelines for Preventing Conflicts of Interest: Currently, the company has a policy, guidelines, monitoring processes, and reporting mechanisms for conflicts of interest to the Board of Directors. However, the policy may not yet be clear, comprehensive, or complete. Therefore, the company intends to revise and complete the policy and guidelines for submission to the Board of Directors for approval by 2026. Additionally, the company will implement monitoring and reporting to the Board of Directors at least once a year. Therefore, the company indicates its current status as 'in progress'.

## Strategic Initiative

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| The company has developed a comprehensive, written policy and guidelines to prevent conflicts of interest, which have been approved by the Board of Directors. | 2026 | • Improve the policies and practices on the prevention of conflicts of interest to cover transaction types that may give rise to conflicts, with clear guidelines, for submission to the Board of Directors for consideration and approval.<br><br>• Communicate and disclose the policies and practices on the prevention of conflicts of interest to employees and stakeholders.<br><br>• Monitor and evaluate compliance with the policies, clearly specifying corrective actions and preventive measures to prevent recurrence, and report the audit results to the Board of Directors at least once a year. |
| A plan to ensure that key suppliers conducting direct business with the company (Critical Tier 1) comply with the company's policies and practices on the prevention of conflicts of interest. | 2026 | • Prepare an ESG Supplier Code of Conduct that specifies conflict of interest prevention as an issue in the Supplier Code of Conduct.<br><br>• Prepare an ESG supplier assessment that specifies conflict of interest prevention as one of the assessment criteria.<br><br>• Communicate the Supplier Code of Conduct to all suppliers for acknowledgment and compliance.<br><br>• Disclose the Supplier Code of Conduct on the website.<br><br>• Communicate to key suppliers that conduct direct business with the company (Critical Tier 1) that ESG supplier assessments will commence from the year 2027 onward, and that conflict of interest prevention will be included as one of the assessment criteria. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| | 2027 | • Conduct assessments of compliance with the conflict of interest prevention policy for 50 percent of key suppliers that conduct direct business with the company (Critical Tier 1), using the ESG supplier assessment.<br><br>• Report the results of the ESG supplier assessment to the relevant committee(s) for acknowledgment. |
| | 2028 | • Conduct assessments of compliance with the conflict of interest prevention policy for 100 percent of key suppliers that conduct direct business with the company (Critical Tier 1), using the ESG supplier assessment.<br><br>• Report the results of the ESG supplier assessment to the relevant committee(s) for acknowledgment.<br><br>• Disclose the results of the ESG supplier assessment in the 56-1 One Report 2028. |

## Risk Management

### Risk 1

Risk arising from an incomplete, non-comprehensive, or unclear conflict of interest policy.

### Risk Characteristic

1. **Biased decision-making**: Individuals in key positions, such as directors, executives, or employees, may make choices that benefit themselves more than the organization, or may use their positions to seek personal gain, which undermines good governance and impartial working principles.
2. **Lack of efficiency**: When personal interests are involved, business decisions may not be rational or economically viable, leading to reduced operational efficiency.

### Risk Impact

1. The absence of clear policies may lead to corruption and also provides an opportunity for the abuse of power.
2. The organization may face legal action or be penalized by regulatory bodies due to non-compliance with laws related to conflicts of interest.
3. Impacts the organization's image and credibility.
4. Executives or employees may make decisions based on personal interests rather than the organization's benefits, which negatively impacts the business in the long run.
5. Impact on organizational culture, as employees may feel they are not receiving equal opportunities, leading to a lack of trust, a lack of mutual respect, and reduced cooperation among personnel within the organization.
6. The risk of losing talented personnel who do not wish to work in an organization with a high risk of conflicts of interest.

### Risk Management

1. **Foster a transparent organizational culture**, such as

- Establish clear policies regarding the disclosure of personal interests
- Encourage the disclosure of personal interest information, such as shareholdings, external employment, or relationships with business partners

2. **Establish clear policies and guidelines**, such as

- Establishment of a committee to audit transactions
- Implement a multi-step approval system for significant items

3. **Promote the use of clear criteria**:

- Mandate the use of criteria such as ESG in partner selection to ensure decisions are based on verifiable principles

4. **Training and awareness building**:

- Provide training to employees to understand the risks of conflicts of interest and how to manage them appropriately

5. **Independent and impartial internal audit**:

- Internal auditors must maintain independence and impartiality in performing their duties
- Prohibit the use of authority over audited entities for personal gain or the benefit of associates

**Risk 2**

Risk of Conflict of Interest of Business Partners

**Risk Characteristic**

Conflicts of interest among partners pose several risks, including legal risks from potential lawsuits, reputational damage where the company's image may be tarnished in the eyes of customers and the public, leading to a loss of credibility, financial risks such as the potential loss of capital, and business risks that could result in contract termination or business disruption.

**Risk Impact**

The risk of partner conflicts of interest may prevent the company from achieving optimal benefits in accordance with procurement objectives, and may affect business operational efficiency and negatively impact the company's long-term growth.

**Risk Management**

1. Clearly define the scope and criteria for assessing key business partners regarding conflicts of interest.
2. Communicate and emphasize to partners to acknowledge and comply with the policy.
3. Assess critical Tier 1 business partners who conduct direct business with the company, and potentially conduct random onsite audits and discussions with partners to ensure their compliance with the company's conflict of interest policy.
4. If a significant event involving a conflict of interest is detected, it must be reported to the Audit Committee, management, and the Board of Directors, and measures to prevent recurrence must be sought to mitigate potential future risks.

## Governance of Risk and Management Compliance

### Enhancing governance of information security

The Information Security Governance Enhancement Plan is developed to assist the company in managing information securely, ensuring the confidentiality, integrity, and systematic availability of data, as well as establishing information-based risk management processes. This significantly impacts the trust of the company's customers and stakeholders, which is crucial for the transportation and logistics sector due to its heavy reliance on information systems for operations, tracking, and customer communication. The company is preparing to establish a governance plan, encompassing clear policies and practices for information technology security, along with communicating and training employees to raise awareness of IT security.

Furthermore, an independent external auditor will conduct an assessment to develop concrete improvement and development guidelines. These measures not only confirm that the organization operates according to best practices but also enhance the organization's confidence in market competition, improve operational efficiency, and build credibility with customers and all stakeholders.

**Targets**

| Topic | Current Status | Targets | | |
|---|---|---|---|---|
| | | 2026 | 2027 | 2028 |
| The company has established policies and guidelines for information security governance. | In Progress | In Progress | In Progress | Success |
| • The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors. | In Progress | Success | Success | Success |
| • Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies | In Progress | In Progress | In Progress | Success |
| • All employees undergo training,communication,and understanding assessments to enhance awareness of IT security. | In Progress | Success | Success | Success |
| Conduct cybersecurity penetration testing at least once every three years. | - | In Progress | Success | Success |

Remark : Establishment of Information Technology Security Policies and Practices: Currently, the company has information technology security policies and practices covering five operational areas: 1) Access control to computer centers and damage prevention; 2) Security of data, computer systems, and network systems; 3) Control over the development or modification of computer systems; 4) Data and computer system backup, and emergency preparedness; and 5) Control over the use of information technology services from other providers. However, due to the rapid changes in technology and the increasing complexity and diversity of cyber threats, the company intends to review and update its policies and practices to ensure comprehensiveness and timeliness, thereby maintaining the highest level of information technology security. Therefore, the company indicates its current status as "in progress". Furthermore, regarding governance, which includes assessment by independent external auditors, the company has periodically engaged external auditors to review information security. It is currently in the process of improving and developing information security based on the recommendations of these external auditors. Therefore, the company indicates its current status as "in progress".

**Strategic Initiative**

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| A plan to review policies and practices on information technology security. | 2026 | • Review the policies and practices on information technology security to cover the protection of the company's "information" and "information systems" from various threats, for submission to the Board of Directors for approval.<br><br>• Conduct a review of the information technology security policy at least once a year.<br><br>• Communicate to employees for acknowledgment and compliance throughout the organization. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| A plan for information cybersecurity assessment by an independent external auditor. | 2026 | • Prepare a written plan for the development of information cybersecurity for the year 2026 to be reported to management. |
| | 2027 | • Prepare a written plan for the development of information cybersecurity for the year 2027 to be reported to management.<br><br>• Select and engage an external auditor to assess cybersecurity. |
| | 2028 | • The company's cybersecurity has been audited by an independent external auditor.<br><br>• Use the audit results to develop an information cybersecurity action plan for reporting to management, and proceed to close vulnerabilities. |
| All employees of the organization receive training and pass a knowledge and understanding assessment at least once a year. | 2026 | • Conduct annual cybersecurity training and provide a test to assess employees' knowledge and understanding, with the following targets: - 100 percent of all employees must participate in the training and pass the cybersecurity test. - Employees must achieve a score of at least 80 percent to pass the cybersecurity test. |
| A cybersecurity testing plan. | 2026 | • Select and engage external specialists to conduct penetration testing of the company's information systems and critical infrastructure. |
| | 2027 | • Conduct penetration testing of the information systems by external specialists.<br><br>• Present a summary report of the testing results identifying discovered vulnerabilities, together with a remediation plan and risk mitigation or recurrence prevention measures, to management, with the company conducting testing every three years. |

## Risk Management

### Risk 1

Information Security Risk

### Risk Characteristic

Information technology security risks manifest in various forms, categorized into two main factors based on their origin:

1. **External factors** include natural disasters, theft, or cyberattacks (hackers, malware), and

2. **Internal factors** such as equipment malfunction, misuse, or employee negligence. Therefore, the company should regularly implement measures to assess and prevent risks, as various technologies and cyber threats are rapidly evolving and can have a massive impact on the company, encompassing operational risks, reputational risks, and credibility risks, all of which ultimately lead to financial repercussions. Consequently, the company must maintain close vigilance to safeguard the information technology security of the company and its customer data.

**Risk Impact**

1. **Operational Disruption**: from hardware and software failures or cyberattacks, resulting in IT system failures and business interruption.

2. **Financial Impact**: due to data theft, loss of revenue from business interruption, or unexpected costs arising from system recovery.

3. **Damage to Reputation and Credibility**: If customer data or confidential information is leaked, it will severely damage the organization's credibility.

4. **Data Leakage or Loss**: Critical company data may be stolen, modified, or completely lost, causing damage to data and intellectual property.

5. **Employee Error**: due to ignorance or lack of proper cybersecurity knowledge, which may lead to risky behaviors such as opening emails infected with malware, erroneous data entry, or careless data management, thereby increasing cybersecurity risks.

6. **Threats from Malicious Actors**: e.g., hacker attacks, the use of unlicensed software which may destabilize the system or lead to data theft.

7. **Natural Disasters**: e.g., floods, wildfires, or storms may damage IT infrastructure and affect operations.

**Risk Management**

**1. Identify and assess risks:**
- Assess risks at least once a year or when significant changes occur.
- Identify potential risk events and their impact on the organization.

**2. Risk Control:**
- Install security systems such as closed-circuit television (CCTV), access control systems.
- Maintain a regular data backup plan regularly.
- Inspect and maintain equipment according to its lifespan.
- Provide cybersecurity training and tests to employees to foster an organizational culture of cybersecurity.

**3. Response and Problem Resolution:**
- Establish an emergency response plan for unforeseen incidents.
- Define clear policies and procedures
- Conduct lessons learned to develop measures for preventing recurrence.

**4. System Monitoring and Testing:**
- Engage external experts to regularly conduct penetration tests on information systems, using the test results to develop a more efficient system improvement plan.
- Engage external auditors to assess information security (Cybersecurity) protection guidelines, using their recommendations to develop a more effective information security protection plan.

**5. Reporting:**

- Audit or test results are reported to the management or the board of directors at least once a year.

- Policies and practices related to information security protection are reviewed at least once a year.

# Section 3

# Climate Action Plan

## Climate Action Plan

### Greenhouse gas inventory (GHG) plan

Following continuous efforts to raise awareness and understanding of climate change management through the implementation and participation in various related projects such as Care the bear, Leo Ja: this bottle please, and recycled materials uniforms, in order to further support effective greenhouse gas reduction planning in the company's operations. The company will focus on fully collecting Scope 1 and Scope 2 greenhouse gas data, verified according to the standards of the Thailand Greenhouse Gas Management Organization (TGO), and be reported per stock exchange requirements, as well as commencing the collection of Scope 3 greenhouse gas data by 2027.

The company is committed to operating a low-carbon business and developing modern transportation services that meet customer needs while being eco-friendly. This includes investing in greenhouse gas reduction projects and developing green services with efficient greenhouse gas measurement.

### Targets

| Topic | Targets | | |
|---|---|---|---|
| | 2026 | 2027 | 2028 |
| GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions) | In Progress | Success | Success |
| GHG inventory report, GHG verification and disclosure Scope 3 (Significant Categories only) | In Progress | In Progress | Success |

### Strategic Initiative

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| GHG Inventory Development Plan Scope 1 & 2 | 2026 | • Review and update Corporate Social Responsibility (CSR), environmental, or climate management policies for Board of Directors' approval.<br><br>• Revise the Corporate Governance and Sustainability Committee Charter to cover climate-related risk and opportunity management.<br><br>• Clearly define roles, responsibilities, and workflows access departments for GHG data collection, verification, and management.<br><br>• Provide training for relevant departments on GHG data systems and management practices.<br><br>• Clearly define the scope of the organization's GHG data collection. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| | | • Identify and categorize emission activities according to GHG Protocol scopes to prepare report for GHG verification according to standards |
| | | • Execute comprehensive 2026 GHG data collection and calculation via platforms certified by the Thailand Greenhouse Gas Management Organization (TGO). |
| | | • Conduct feasibility studies for Scope 1 & 2 reduction initiatives, through Solar Rooftop, EV Trucks, and other projects. |
| | 2027 | • Complete third-party verification of the 2026 Scope 1 & 2 GHG inventory. |
| | | • Attain Carbon Footprint for Organization (CFO) certification from TGO. |
| | | • Disclose the verified 2026 Scope 1 & 2 emission report by April 2027. |
| | | • Ensure accurate 2027 GHG data collection and calculation through certified digital platforms. |
| | | • The base year and GHG reduction targets for the company have been established. |
| | | • Identify and prioritize Scope 1 & 2 mitigation measures. |
| | | • Implement Scope 1&2 reduction initiatives, including Solar Rooftop, EV Truck projects, and other projects in accordance with the carbon reduction roadmap. |
| | | • Initiate a Gap Analysis comparing current reporting practices against IFRS S2 (Climate-related Disclosures) international standards. |
| | 2028 | • Scope 1 and Scope 2 greenhouse gas emissions data for the year 2027 have been verified by an external verifier. |
| | | • Organizational Carbon Footprint (CFO) certification has been obtained from certification bodies in accordance with international standards. |
| | | • Verified Scope 1 and Scope 2 greenhouse gas emissions data for the year 2027 have been reported. |

| Strategic Initiative | Year | Expected Outcomes |
|---|---|---|
| | | • Scope 1 and Scope 2 greenhouse gas emissions data for the year 2028 have been collected and calculated accurately and completely using appropriate tools/ platforms.<br><br>• Assessment of climate change–related risks has been initiated through scenario analysis in accordance with international assessment principles.<br><br>• Initiatives to support the reduction of Scope 1 and Scope 2 greenhouse gas emissions have been implemented through solar rooftop projects, EV trucks, and other projects, in line with the established greenhouse gas reduction plan.<br><br>• Actions have been undertaken to prepare for reporting in accordance with international reporting standards (IFRS S2). |
| GHG inventory report, GHG verification and disclosure Scope 3 (Significant Categories only) | 2026 | • Study the collection of Scope 3 greenhouse gas emissions data aligned with the industry and business operations.<br><br>• Study and initiate the assessment of greenhouse gas emissions of products/services to support the development of Logistics Solutions projects. |
| | 2027 | • Initiate the collection of Scope 3 greenhouse gas emissions data by 2027 using certified tools/platforms, limited to categories with significant greenhouse gas emissions that are within the controllable scope.<br><br>• Initiate the assessment of greenhouse gas emissions of products/services to support the development of Logistics Solutions projects. |
| | 2028 | • Initiate the collection of Scope 3 greenhouse gas emissions data by 2028 using certified tools/platforms, limited to categories with significant greenhouse gas emissions that are within the controllable scope.<br><br>• Organizational Carbon Footprint (CFO) certification in accordance with ISO 14064-1, covering Scope 3 greenhouse gas emissions, has been obtained from internationally recognized certification bodies.<br><br>• Proceed with the development of Logistics Solutions projects. |

## Risk Management

### Risk 1

Risk of inaccurate greenhouse gas data collection and calculation not in accordance with specified data collection principles

### Risk Characteristic

Incorrect identification of out-of-scope greenhouse gas sources, inappropriate selection of Emission Factors for calculations, and data collection errors stemming from potentially incomplete or inaccurately calculated data gathered by the team.

### Risk Impact

1. Greenhouse gas data is unreliable and may lead to failure in verification.
2. Time will be required to identify and correct data errors, which may impact reporting, delay data collection plans, and affect the company's credibility.
3. If the data is incorrect, it will lead to errors in greenhouse gas reduction planning and may result in the selection of inappropriate greenhouse gas reduction measures, affecting long-term financial planning.
4. Erroneously calculated greenhouse gas emission data is used to develop low-carbon services, resulting in services not achieving optimal efficiency. If errors are detected, it may impact the company's revenue, reputation, or lead to customer loss.

### Risk Management

1. Engage a reputable and experienced external consulting firm, certified by a credible agency, to provide advice on data collection and greenhouse gas calculation.
2. Select tools/platforms for data collection and greenhouse gas calculation certified by the Thailand Greenhouse Gas Management Organization.
3. Provide training and enhance the skills of departments involved in greenhouse gas emissions.