



## JUMP+ Plan

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**Masstec Link Public Company Limited**

**(MASTEC)**

Year 2026 - 2028

This report was approved by the board of directors on 26/02/2026  
and disseminated on 20/03/2026

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SET  
 Industrials / Industrial Materials & Machinery

CG Report : -  
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 Anti-Corruption Certification (CAC): -

## Business Type

Imports and procures engineering products for sale, consisting of 3 product groups: 1) HVAC and sanitation system products, 2) fire protection and safety products, 3) products and innovations for energy and environmental conservation including consultant, offering solutions and providing engineering services.

Financial Statement				
Year	2025	2024	-	-
<b>Income Statement (MB)</b>				
Revenues	862.75	940.31	N/A	N/A
Expenses	823.81	875.85	N/A	N/A
Net Profit	22.89	41.92	N/A	N/A
<b>Balance Sheet (MB)</b>				
Assets	844.97	772.88	N/A	N/A
Liabilities	442.81	494.14	N/A	N/A
Shareholders' Equity	402.15	278.74	N/A	N/A
<b>Cash Flow (MB)</b>				
Operating	12.54	116.54	N/A	N/A
Investing	-61.97	-4.13	N/A	N/A
Financing	59.20	-100.52	N/A	N/A
<b>Financial Ratio</b>				
EPS (Baht)	0.10	0.20	N/A	N/A
GP Margin (%)	28.37	28.29	N/A	N/A
NP Margin (%)	2.65	4.46	N/A	N/A
D/E Ratio (Times)	1.10	1.77	N/A	N/A
ROE (%)	6.72	15.04	N/A	N/A
ROA (%)	5.07	8.72	N/A	N/A

## JUMP+ Plan

### Business Plan

#### Target in 2028

Net Profit **158.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : Organizational Growth and Sustainability Strategy ✔ ✔ ✔

### Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Enhancing the prevention of insider information
4. Formulation of a succession plan for the CEO, executive management, and critical roles
5. Enhancing governance of information security

### Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

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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)	-	41.92	22.89	<b>158.00</b>

The Company aims to strengthen its core business in 1) the air conditioning and sanitation product group, and 2) the fire protection and safety product group. While advancing new growth opportunities through the development of 3) products and innovations in energy conservation and environmental solutions, which will serve as the Company’s New S-Curve in the future. At the same time, the Company will expand its investments into new businesses to reinforce long-term organizational strength and sustainability, and to diversify risks through mergers and acquisitions scheme (M&A).

## Growth plan/Increase business value

### Strategic Plan : Organizational Growth and Sustainability Strategy

The Company has established a three-phase growth plan, focusing on strengthening its core businesses while creating new growth opportunities in energy conservation and environmental solutions. In parallel, the Company will seek investment opportunities in high-potential businesses to diversify business risks and support long-term growth.

- **Phase 1: Strengthening the Core Business :** Aims to strengthen the Core Business by leveraging cross-sell and up-sell opportunities across product groups, while increasing penetration in industrial estates and the government sector. At the same time, the Company will develop solutions and innovations to enhance the value of its products and services, promote clean energy initiatives, and begin developing energy business models, such as Power Purchase Agreement (PPA) projects, to create new growth opportunities in the future.
- **Phase 2: Expanding into Energy and Service Business Models :** Develop energy business models, such as Energy Service Company (ESCO), alongside financial solutions to generate long-term recurring income. In addition, the Company will expand its strategic partner network and increase access to new markets.
- **Phase 3: Advancing to an Energy Solution Provider:** Develop its energy and environmental innovation businesses to become one of its core businesses through the development of its own brand, as well as expanding its presence in both domestic and international markets.

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

- Growth
- Profitability & Efficiency
- Stability

## Targets

### • Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue From Operations (MILLION BAHT)	935.82	859.02	1338	1800	2270
Revenue Growth (%) YoY Growth Rate	-	-8.25	56	35	26
Net Profit : Owners Of The Parent (MILLION BAHT)	41.92	22.89	93	126	158
Net Profit Growth (%) YoY Growth Rate	-	-45.40	295	35	25
Net Profit Margin (%)	4.46	2.65	7	7	7

## Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Organizational Growth and Sustainability Strategy	2026	<ul style="list-style-type: none"> <li>1. Maximize Existing Base – Increasing Value from the Existing Customer Base: The Company focuses on increasing sales value from its existing customer base by implementing cross-sell and up-sell strategies to expand customers need of additional services and products. This approach helps increase revenue per customer and strengthen long-term business relationships.</li> <li>2.IP &amp; Innovation – Development of Innovation and Intellectual Property: The Company places importance on developing new technologies and innovations, while also pursuing patent registrations and intellectual property protection to create competitive advantages and enhance the potential for developing future products and services.</li> <li>3.Market Penetration – Proactive Market Expansion: The Company plans to expand its market proactively by targeting customers in industrial estates and government agencies.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> <li>• 4. Green Energy Initiative – Investment in Clean Energy: The Company plans to initiate Power Purchase Agreement (PPA) projects in clean energy, also investment in energy management project such as solar energy and district cooling systems, with the objective of evolving its role from a service provider to an energy investor, thereby creating long-term revenue streams and supporting sustainable business development. In addition, the Company will implement proactive marketing strategies by offering customers the opportunity to test the systems through the Company’s demo equipment, allowing them to experience the actual performance of the solutions before making an investment decision. The Company will also provide energy consulting and appropriate energy management services, which will help build customer confidence and increase opportunities to expand the customer base in the long term.</li> <li>• 5. Digital System Phase 1: The Company plans to study the suitability of organizational management systems and define the scope of system usage aligned with the Company’s business processes. This includes the selection and appointment of service providers for ERP (Enterprise Resource Planning) and CRM (Customer Relationship Management) systems to establish the foundation for developing both front-office and back-office management systems within the organization.</li> <li>• 6. M&amp;A Study and Execution – Study and Implementation of Mergers and/or Acquisitions: The Company plans to strengthen its long-term resilience and sustainability and diversify business risks through mergers and acquisitions (M&amp;A) scheme. This will be pursued after conducting studies, analyses, and reaching clear conclusions regarding the suitability and potential of the investment.</li> <li>• Expected Outcome: The Company aims to establish a stable and sustainable revenue structure by increasing the proportion of recurring income to ensure greater clarity and continuity. This will be supported by maintaining a strong and consistent project pipeline over the long term. In addition, the Company intends to generate revenue from new business areas to enhance growth potential and diversify the Company’s revenue structure in the future.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• 1. ESCO Expansion – Development of a Full-Service ESCO Business: The Company plans to develop its ESCO (Energy Service Company) business to provide comprehensive services, ranging from financing, performance guarantees for energy savings, to long-term operation and maintenance (O&amp;M). This initiative aims to create added value for customers and enhance the Company’s competitiveness.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> <li>• 2. Lock-in Revenue – Long-Term Recurring Revenue Generation: The Company aims to expand its preventive maintenance (PM) services through long-term contracts of approximately 5–10 years to generate stable and continuous revenue while strengthening long-term relationships with customers.</li> <li>• 3. Strategic Partnership – Building Strategic Partnerships: The Company places importance on building a network of business partners by establishing Memorandums of Agreement (MOA) with strategic partners. This will enhance operational capabilities, expand market opportunities, and improve the Company’s capacity to deliver services to customers.</li> <li>• 4. Market Penetration – Branch Expansion to Increase Market Access: The Company plans to expand its branch network by opening two additional branches of regions in high-potential areas to improve customer access, support market growth, and facilitate long-term business expansion.</li> <li>• 5. Financial Solution – Development of Financial Solutions: The Company plans to establish a Business Unit (BU) dedicated to leasing or hire-purchase services for energy-saving products or systems. This initiative aims to support customers’ investment decisions while providing comprehensive operation and maintenance (O&amp;M) services to enhance system performance and generate recurring revenue.</li> <li>• 6. Digital System Phase 2: The Company will develop, install, and test ERP and CRM systems covering the organization’s key operational processes, including sales management, marketing activity tracking, procurement management, and warehouse management, as well as integrating data across departments to ensure the systems effectively support business operations.</li> <li>• 7. M&amp;A Execution – Implementation of Mergers and/or Acquisitions: The Company plans to strengthen its long-term resilience and sustainability and diversify business risks through mergers and acquisitions (M&amp;A) scheme. This will be carried out after completing studies, analyses, and reaching clear conclusions regarding the suitability and potential of the investment.</li> <li>• Expected Outcome: The Company aims to establish a new revenue structure from the Energy &amp; Service Model in a tangible manner by focusing on generating long-term recurring revenue through comprehensive service offerings, investments in energy projects, and the development of business models that create added value for customers. This approach will also strengthen the stability and sustainability of the Company’s revenue in the future.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>• 1. Own Brand Development – Development and Promotion of the Company’s Own Brands: The Company plans to promote its own brands, such as Zerofire and Valor, in order to create competitive differentiation, enhance product value, and strengthen the long-term presence of the Company’s brands.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> <li>• 2. International Expansion – Expansion into International Markets: The Company plans to expand its business into international markets by studying market potential and establishing partnerships with regional partners to increase growth opportunities and expand its global customer base.</li> <li>• 3. Market Penetration – Branch Expansion to Support Growth: The Company plans to expand its branch network across the country to a total of three branches in order to enhance customer accessibility, meet market demand, and support long-term business expansion.</li> <li>• 4. Digital System Phase 3: The Company plans to fully implement the management systems to enhance operational efficiency, reduce redundant processes, and improve data transparency within the organization. This is expected to enable the Company to manage costs more efficiently and begin to realize tangible results in reducing operational expenses.</li> <li>• 5. M&amp;A Execution – Implementation of Mergers and/or Acquisitions: The Company plans to strengthen its long-term resilience and sustainability while diversifying business risks through mergers and acquisitions (M&amp;A) scheme. This will be carried out after completing studies, analyses, and reaching clear conclusions regarding the suitability and potential of the investment.</li> <li>• Expected Outcome: The Company aims to elevate its energy business to become a new core business, while continuously scaling the business to enhance its revenue generation capability and long-term growth potential. At the same time, the Company seeks to develop its role as a Strategic Energy Partner for customers by offering comprehensive and efficient energy solutions. In addition, the Company aims to improve operational efficiency, reduce redundant processes, and manage costs more effectively.</li> </ul>

**Risk Management**

**Risk 1 : Competition and Economic Conditions risk**

• **Risk Characteristic**

Competition in the industry is expected to intensify, together with fluctuations in economic conditions and interest rates, as well as the uncertainty of customer demand, which may affect customers’ investment decisions in various projects.

• **Risk Impact**

The Company’s revenue and profit margins may not be achieved as planned, and customers’ investment decisions may be delayed.

• **Risk Management Measures**

The Company focuses on expanding its customer base and diversifying across industries to reduce reliance on any particular customer group. In addition, the Company continues to develop value-added products and services, while managing costs and improving operational efficiency.

**Risk 2 : Human Resources and Expertise Risk****• Risk Characteristic**

Business expansion in energy and engineering services requires personnel with specialized knowledge and expertise, such as in engineering, finance, and project management, which may be limited in the labor market.

**• Risk Impact**

If the Company is unable to recruit or develop suitable personnel, project implementation may be delayed, or the Company may not be able to maintain the expected quality standards and project performance.

**• Risk Management Measures**

The Company places importance on developing personnel capabilities through training provided by internal and external organization with professional certification, as well as strengthening project management systems, establishing a Succession Plan, and implementing incentive mechanisms to retain high-potential personnel.

**Risk 3 : Post-Merger Business Management Risk****• Risk Characteristic**

Business expansion through mergers and acquisitions (M&A) may involve complexities in integrating systems, organizational structures, corporate cultures, and operational processes, which may cause post-merger operations to not proceed as planned.

**• Risk Impact**

This may result in a lower return on investment (ROI) than expected, delays in project execution, or disruptions in operations.

**• Risk Management Measures**

The Company places importance on conducting thorough due diligence prior to investment, as well as preparing a systematic integration plan, establishing key performance indicators (KPI), and closely monitoring the realization of synergies following the merger during the first 12–24 months.

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## Section 2

### Governance Plan

## Section 2 Governance Plan

### Accountability and Transparency Governance

#### Enhancing anti-corruption and fraud prevention efforts

The Company intends to enhance corporate governance to ensure transparency and accountability, and establish a systematic organizational culture of anti-corruption to strengthen confidence among investors and the Company’s stakeholders. The Company is committed to creating an environment that supports sustainable development and contributes to strengthening transparency in the business sector.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> <li>An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence</li> </ul>	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> <li>The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors</li> </ul>	In Progress	In Progress	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	-	Establish a Supplier Code of Conduct and develop a governance framework and communicate policies and guidelines to Critical Tier 1 suppliers.	Monitor and evaluate suppliers’ policy development by Implement a Self-Assessment process for suppliers.	Assess and verify compliance to ensure that at least 70% of main suppliers (Critical Tier 1) have policies and practices aligned with the Company’s standards.

## Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Anti-Corruption Framework	2026	<ul style="list-style-type: none"> <li>Review and approve the anti-corruption policy by the Board of Directors</li> <li>Communicate and raise awareness of the policy and practices among executives and employees throughout the organization</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Monitor and evaluate compliance with the anti-corruption policy, with reporting to the Board of Directors at least once per year</li> <li>Review and assess fraud risks</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Develop and enhance the governance system and anti-corruption practices to be comprehensive and effective</li> </ul>
CAC Certification	2026	<ul style="list-style-type: none"> <li>Conduct a gap analysis based on the CAC criteria (71 items)</li> <li>Prepare and assess the relevant internal control systems</li> <li>Declaration of Intent to participate in CAC</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Prepare supporting documents and evidence for submission to apply for CAC certification</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Obtain CAC certification and continue to maintain governance standards</li> </ul>
Establishing a Governance Framework and Requiring Critical Tier 1 Partners to Have an Anti-Corruption Policy	2026	<ul style="list-style-type: none"> <li>Develop a Supplier Code of Conduct database</li> <li>Establish criteria for selecting key partners and require Critical Tier 1 partners to have anti-corruption policies and practices</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Monitor and assess partners' compliance with the policy through self-assessment</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Encourage at least 70% of main suppliers (Critical Tier 1) to comply with the Company's anti-corruption policies and practices</li> </ul>

## Risk Management

### Risk 1 : Risk of Delay in the CAC Certification Process

#### • Risk Characteristic

The implementation of the plan to obtain certification from Thailand's Private Sector Collective Action Against Corruption (CAC) may be delayed if the implementation of the required criteria or the preparation of supporting documents and evidence does not proceed within the specified timeframe.

#### • Risk Impact

The Company may not be able to complete the assessment process (Checklist) within the specified period, or the certification process may take longer than expected.

#### • Risk Management Measures

The Company has established a structured action plan to obtain CAC certification, with clear responsibilities assigned to each relevant function, and continuously monitors the progress of implementation.

**Risk 2 : Risk of Non-Compliance with the Company’s Anti-Corruption Policy by Business Partners**

• **Risk Characteristic**

Some of the Company’s key business partners (Critical Tier 1) may not yet have clearly defined anti-corruption policies or practices, or may not be able to effectively implement such policies.

• **Risk Impact**

This may affect the Company’s corporate governance standards and reputation.

• **Risk Management Measures**

The Company has established a Supplier Code of Conduct and regularly monitors, reviews, and evaluates the compliance of its business partners to ensure alignment with the Company’s anti-corruption policy.

**Enhancing whistleblowing mechanisms**

The Company aims to enhance its whistleblowing system to ensure it is easily accessible, secure, and systematically traceable, enabling all parties to effectively participate in corporate governance and ensuring that stakeholders have confidence in reporting or raising complaints regarding behaviors that violate laws, regulations, rules, or the Company’s code of conduct.

**Targets**

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	In Progress	In Progress	Success	Success
• The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Complete	-	-	-
• Appointment of an impartial recipient for whistleblowing reports.	In Progress	Success	Success	Success
• All complaints are thoroughly investigated,and outcomes are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.	In Progress	In Progress	Success	Success
• The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	In Progress	Success	Success	Success
Reduce the complaint resolution time.	-	In Progress	In Progress	Ensure that all complaints are investigated within 30 days.

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhance the whistleblowing of misconduct process.	2026	<ul style="list-style-type: none"> <li>Review the Whistleblowing Policy and Guidelines.</li> <li>Provide training for all employees on the Whistleblowing Policy and Guidelines.</li> <li>Report a summary of complaints to the Board of Directors at least once a year.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Establish a system for tracking, processing, and forwarding complaints to responsible and independent persons, ensuring that investigations are conducted and completed in a systematic manner.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>All complaints are investigated within 30 days.</li> </ul>

### Risk Management

#### **Risk 1 : Whistleblowing System Risk**

- Risk Characteristic**

If the Company's whistleblowing system or reporting channels lack clarity, are not comprehensive, or cannot adequately protect the confidentiality of whistleblowers, employees or stakeholders may be reluctant to report misconduct or inappropriate behavior. As a result, the Company may not be able to detect or address potential issues in a timely manner.

- Risk Impact**

Fraud or non-transparent practices may not be properly detected or addressed, which may lead to potential damage to the Company in terms of financial loss, reputational impact, and non-compliance with applicable laws or regulations.

- Risk Management Measures**

The Company has established clear whistleblowing policies and accessible reporting channels, with due consideration for confidentiality and protection of whistleblowers against retaliation. The review process is conducted independently, and significant matters are reported to the Audit Committee. The Company also regularly monitors and reports the outcomes to the Board of Directors.

### **Enhancing the prevention of insider information**

The Company aims to enhance transparency, fairness, and confidence in the capital market by establishing a plan to strengthen measures for the prevention of insider trading. This is to prevent directors, executives, and employees from using insider information (Insider Information) for personal benefit or in a manner that may cause damage to shareholders and stakeholders. The plan focuses on establishing standards for information control, raising awareness, and implementing systematic monitoring to ensure that the Company's operations are aligned with the principles of good corporate governance.

## Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> <li>A Board-approved written policy on insider information prevention has been clearly defined and implemented</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.</li> </ul>	In Progress	Success	Success	Success
<ul style="list-style-type: none"> <li>The implementation of the insider information prevention policy is reviewed and 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</li> </ul>	In Progress	In Progress	Success	Success
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company's stock price and investor decisions.	-	In Progress	In Progress	Success

## Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Plan to Enhance Measures for Preventing the Use of Inside Information	2026	<ul style="list-style-type: none"> <li>Review and monitor compliance with the policy on the prevention of inside information misuse, and report the results to the Board of Directors at least once a year. The Company will also communicate and raise awareness among relevant personnel.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Enhance control and oversight measures related to the use of inside information, including continuously monitoring compliance with the established guidelines.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Promote strict adherence to inside information practices among personnel at all levels in order to foster a transparent organizational culture and strong corporate governance.</li> </ul>
Disclosure of Persons Involved with Inside Information in Securities Transactions	2026	<ul style="list-style-type: none"> <li>Establish a policy and practices on securities trading, prepare a list of persons involved with inside information, and maintain records acknowledging the practices.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Enhance control measures over access to and use of inside information, while continuously monitoring compliance with the established practices.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Develop a risk control system capable of effectively monitoring and verifying the use of inside information.</li> </ul>

**Risk Management**

**Risk 1 : Internal Control and Non-Compliance with Policies or Practices**

• **Risk Characteristic**

Personnel who have access to inside information may lack sufficient understanding of the relevant policies and practices, which may lead to the risk of non-compliance with the Company’s requirements.

• **Risk Impact**

This may affect the confidence of shareholders and stakeholders and may also damage the Company’s reputation.

• **Risk Management Measures**

- Communicate the policy on the prevention of insider information misuse to employees through training, educational materials, and knowledge assessments.
- Notify relevant persons who have access to inside information to exercise caution when conducting transactions that may affect the company’s share price.
- Establish an audit plan and monitoring system for the use of inside information, with the results reported to the Board of Directors at least once a year.

**Governance of Risk and Management Compliance**

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

The Company establishes a succession plan for the Managing Director, executives, and key personnel to prepare high-potential employees to assume critical roles when needed, ensuring continuity of management, reducing the risk of leadership gaps, and supporting the Company’s stable and sustainable long-term operations.

**Targets**

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a succession plan for the President & CEO, senior executives, and key position holders.	In Progress	In Progress	In Progress	Success
• Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.	In Progress	In Progress	Success	Success
• Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance, and specifying essential competencies for each position.	In Progress	In Progress	Success	Success
• Identification and assessment of high-potential employees for future key roles.	In Progress	In Progress	Success	Success
• Development of Individual Development Plans	In Progress	In Progress	In Progress	Success

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> <li>Monitor IDP progress and evaluate the overall effectiveness of the succession plan, ensuring key role incumbents participate in and complete essential training and skill development.</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.</li> </ul>	Not Started	In Progress	In Progress	Success
Engage an expert to evaluate Human Capital ROI (HCROI), measuring the financial value generated by a company's workforce relative to investments in employee development	-	In Progress	In Progress	Success

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Succession Plan for the Managing Director, and Key Positions	2026	<ul style="list-style-type: none"> <li>Define, review, and revise the qualifications and competencies (Job Description: JD) for all positions.</li> <li>Prepare a plan to identify 1–2 high-potential personnel as successors for the positions of Managing Director, executives, and other key positions.</li> <li>Review the readiness of the succession plan for key positions at least once per year.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Conduct a gap analysis between current competencies and the required qualifications for all positions.</li> <li>Require all personnel in key positions to participate in and complete essential skill training programs within the year.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Promote employees' understanding of the importance of the succession plan and foster a culture of continuous development throughout the organization.</li> </ul>
Human Capital Return on Investment (HCROI) Assessment	2026	<ul style="list-style-type: none"> <li>Engage experts to conduct HCROI assessments in order to prepare reports and provide strategic recommendations to improve the effectiveness of the Company's personnel development plan, including reviewing and analyzing the compensation structure to ensure appropriate alignment with KPIs.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Integrate data collection processes and conduct preliminary HCROI assessments internally, with expert review.</li> <li>Continuously review and improve the personnel development plan.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Use HCROI assessment results as key information for planning and developing the Company's human resources.</li> </ul>

## Risk Management

### **Risk 1 : Shortage of Specialized Personnel**

- **Risk Characteristic**

The organization may face risks from reliance on key personnel in critical positions and the absence of a systematic succession plan, which may affect the continuity of operations.

- **Risk Impact**

This may disrupt operational continuity, result in the loss of critical knowledge (know-how), and affect the Company's operational efficiency or service standards.

- **Risk Management Measures**

The Company has established a succession plan for all key positions to reduce reliance on individual personnel, while fostering a participative organizational culture and strengthening leadership at all levels. In addition, a Master Training Plan has been developed to provide standardized guidelines and clear career paths for employees.

## **Enhancing governance of information security**

The Company has established a plan to enhance information security governance to strengthen the management of information and information technology systems to ensure security and efficiency. The plan focuses on establishing clear policies and guidelines, developing control systems and information security risk management, and promoting awareness among employees across the organization. It also includes continuous monitoring and improvement of information security measures to prevent risks from cyber threats, unauthorized access to information, and the leakage of critical data.

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

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Enhancing Information Security Governance	2026	<ul style="list-style-type: none"> <li>Establish information security policies and guidelines, and conduct testing/review of the plan at least once per year.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Use technology systems to support systematic monitoring, evaluation, and data processing.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Independent auditors will assess the organization and provide concrete recommendations for improvement on the new operating system, with audits conducted every three years.</li> <li>Establish an appropriate internal control system that aligns with the recommendations of the independent auditors.</li> </ul>

**Risk Management**

**Risk 1 : Information Systems Risk Report**

• **Risk Characteristic**

Potential cyber attacks or unauthorized access to the system.

• **Risk Impact**

- Information systems may be disrupted or unable to operate.
- Loss of critical organizational data.
- Negative impact on business operations and organizational trust.

• **Risk Management Measures**

- Information systems may be disrupted or unable to operate.
- Loss of critical organizational data.
- Negative impact on business operations and organizational trust.

## Section 3

# Climate Action Plan

# Section 3 Climate Action Plan

## Greenhouse gas inventory (GHG) plan

The Company has established a plan for managing greenhouse gas (GHG) emissions, including data collection and GHG emissions reporting in accordance with international standards, in order to transparently reflect the organization’s environmental impacts and cover all activities. The Company has set a target for the completion of data collection and GHG emissions reporting covering Scope 1 and Scope 2 by 2027.

At the same time, the Company has planned to begin collecting Scope 3 greenhouse gas emissions data by 2028 in order to expand management coverage across the entire value chain and support the development of effective greenhouse gas emissions reduction measures.

The Company is committed to conducting business under a low-carbon approach by integrating greenhouse gas emissions reduction targets into the development of modern transportation services, investment in high-efficiency technologies, and the development of green services that will enable greenhouse gas emissions to be clearly measured, monitored, and reported in a transparent and verifiable manner.

### 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
Plan for the Preparation of a Scope 3 Greenhouse Gas Inventory (Significant Categories Only)	In progress	In progress	Success

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	2026	<ul style="list-style-type: none"> <li>Appoint a greenhouse gas (GHG) management working group with clearly defined roles and responsibilities, and recruit external experts or consultants to provide guidance on the preparation and verification of greenhouse gas management processes.</li> <li>Establish clear policies and targets for greenhouse gas management, with regular monitoring and reporting of performance to the Board of Directors. The Company will also define clear organizational boundaries and operational boundaries for greenhouse gas reporting.</li> <li>Identify all greenhouse gas emission sources, classified by emission scope.</li> <li>Develop centralized tools/templates for data collection and establish reporting cycles</li> <li>Collect and calculate Scope 1 and Scope 2 greenhouse gas emissions data for the full year of 2026.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	<p>2027</p> <p>2028</p>	<ul style="list-style-type: none"> <li>Relevant departments associated with greenhouse gas emissions receive training on data collection and greenhouse gas management.</li> <li>Study projects supporting the reduction of Scope 1 and Scope 2 greenhouse gas emissions through solar rooftop projects, EV fleet initiatives, and other related projects.</li> <li>Greenhouse gas data for Scope 1 and Scope 2 for the year 2026 has been verified by an external verifier.</li> <li>The Company has received Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (TGO).</li> <li>Collect and calculate Scope 1 and Scope 2 greenhouse gas emissions data for the year 2027 accurately and completely through the designated tools/platforms.</li> <li>Establish 2026 as the base year for comparison of future emissions reduction performance.</li> <li>Identify and prioritize the Company’s greenhouse gas reduction measures for Scope 1 and Scope 2.</li> <li>Begin implementing carbon footprint reduction projects such as solar rooftop, EV fleet, and other initiatives in accordance with the established greenhouse gas reduction plan.</li> <li>Undertake actions to prepare for reporting in accordance with the IFRS S2 international reporting standard.</li> <li>Greenhouse gas data for Scope 1 and Scope 2 for the year 2027 has been verified by an external verifier.</li> <li>The Company has received Carbon Footprint for Organization (CFO) certification from certification bodies in accordance with international standards.</li> <li>Report the verified Scope 1 and Scope 2 greenhouse gas emissions data for the year 2027.</li> <li>Implement projects supporting the reduction of Scope 1 and Scope 2 greenhouse gas emissions through solar rooftop, EV truck, and other projects in accordance with the established greenhouse gas reduction plan.</li> <li>Collect and calculate Scope 1 and Scope 2 greenhouse gas emissions data for the year 2028 accurately and completely through the designated tools/platforms.</li> </ul>
<p>Greenhouse Gas Emissions Reduction Plan following the verification of the Company’s greenhouse gas emissions report.</p>	<p>2027</p>	<ul style="list-style-type: none"> <li>Reduction of greenhouse gas emissions, with a target to reduce emissions by 3% from the 2026 baseline.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> <li>The Company plans to register its building under the EDGE Green Building standard after the building has passed the required assessment criteria. The Company will prepare and compile all relevant supporting documents for certification, including the preparation of Certificate Traceability documentation to ensure that the sources and accuracy of the information used for certification can be systematically and transparently verified, in compliance with the requirements of the green building certification standards.</li> <li>The Company focuses on improving energy efficiency within the office and/or selecting energy-saving equipment such as LED lighting and high-efficiency air conditioners, and/or installing automatic electricity control systems. The Company also promotes switching off electrical equipment when not in use and/or adopting electronic documents (paperless) to reduce paper consumption, and/or utilizing online meeting systems to reduce travel, and/or supporting the use of electric vehicles (EVs), and/or increasing the use of renewable energy such as solar power. In addition, the Company continuously monitors and evaluates energy consumption to support the reduction of the organization's greenhouse gas emissions.</li> <li>Reduction of greenhouse gas emissions, with a target to reduce emissions by 6% from the 2026 baseline.</li> </ul>

**Risk Management**

**Risk 1 :** The implementation of greenhouse gas reduction projects may be ineffective due to a lack of accurate data or inconsistent monitoring, resulting in emissions reduction performance falling below the established targets.

**• Risk Characteristic**

The implementation of the Company's greenhouse gas (GHG) inventory may face risks related to incomplete, inaccurate, or non-standardized data collection, as well as delays in data gathering from relevant departments. In addition, if the Company is unable to compile or collect greenhouse gas emissions data completely within the defined scope, it may affect the ability to undergo external verification or disclose information according to the established plan.

**• Risk Impact**

- Incomplete data or inability to disclose information as planned
- Failure to achieve the Company's ESG targets
- Potential impact on corporate image, stakeholder confidence, and possible effects on business opportunities or access to financing

**• Risk Management Measures**

- Establish clear KPIs and action plans with regular monitoring and follow-up
- Develop systems and tools for data collection, including data monitoring and verification processes
- Assign responsible personnel in each department and regularly report progress to management or relevant committees