



## JUMP+ Plan

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# NTF INTERGROUP (THAILAND) PUBLIC COMPANY LIMITED (NTF)

Year 2026 - 2028

This report was approved by the board of directors on 23/02/2026  
and disseminated on 24/02/2026

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NTF INTERGROUP (THAILAND) PUBLIC COMPANY LIMITED

|                      |                                        |
|----------------------|----------------------------------------|
| mai                  | CG Report : -                          |
| Agro & Food Industry | SET ESG Ratings: -                     |
|                      | Anti-Corruption Certification (CAC): - |

Business Type

Distribute fresh and frozen fruits both domestically and internationally

| Financial Statement |      |      |   |   |
|---------------------|------|------|---|---|
| Year                | 2025 | 2024 | - | - |

Income Statement (MB)

|            |          |          |     |     |
|------------|----------|----------|-----|-----|
| Revenues   | 2,524.96 | 1,118.51 | N/A | N/A |
| Expenses   | 2,236.42 | 1,028.64 | N/A | N/A |
| Net Profit | 229.62   | 64.27    | N/A | N/A |

Balance Sheet (MB)

|                      |        |        |     |     |
|----------------------|--------|--------|-----|-----|
| Assets               | 703.30 | 227.63 | N/A | N/A |
| Liabilities          | 249.78 | 144.78 | N/A | N/A |
| Shareholders' Equity | 453.52 | 82.85  | N/A | N/A |

Cash Flow (MB)

|           |        |        |     |     |
|-----------|--------|--------|-----|-----|
| Operating | 0.24   | 32.67  | N/A | N/A |
| Investing | -57.68 | -0.84  | N/A | N/A |
| Financing | 166.59 | -34.50 | N/A | N/A |

Financial Ratio

|                   |       |       |     |     |
|-------------------|-------|-------|-----|-----|
| EPS (Baht)        | 1.60  | 4.59  | N/A | N/A |
| GP Margin (%)     | 19.51 | 16.03 | N/A | N/A |
| NP Margin (%)     | 9.09  | 5.75  | N/A | N/A |
| D/E Ratio (Times) | 0.55  | 1.75  | N/A | N/A |
| ROE (%)           | 85.62 | 77.58 | N/A | N/A |
| ROA (%)           | 65.26 | 39.39 | N/A | N/A |

JUMP+ Plan

Business Plan

Target in 2028

|            |                    |
|------------|--------------------|
| Net Profit | 1,030 Million Baht |
|------------|--------------------|

|                |        |                            |           |
|----------------|--------|----------------------------|-----------|
| Strategic Plan | Growth | Profitability & Efficiency | Stability |
|----------------|--------|----------------------------|-----------|

1. Expand production base and develop supply chain for sustainable growth .
- ✓
- ✓

Governance Plan

1. Increasing the diversity of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Formulation of a succession plan for the CEO, executive management, and critical roles

Climate Action Plan

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

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# Section 1

## Business Plan



# Business Plan

## Target in 2028

| Topic                     | YE/2022 | YE/2023 | YE/2024 | Target in 2028 |
|---------------------------|---------|---------|---------|----------------|
| Net Profit (Million Baht) | -       | -       | 64.27   | 1,030          |

NTF Intergroup (Thailand) Public Company Limited, or NTF, has a growth policy that emphasizes business development based on the 2Q2T standard: Quality, Quantity, Time, and Temperature. This approach guarantees that customers receive products, which have been carefully monitored for time and temperature throughout the production process to maintain their freshness and quality, ensuring they are ready to eat when they reach consumers.

## Growth plan/Increase business value

### Expand production base and develop supply chain for sustainable growth.

NTF aims to expand our production capacity to cover a greater number of fruit-growing areas both domestically and internationally, continue increasing export volume, and enhance our fruit imports to meet customer demand for quantity. Additionally, invest in machinery to boost production capacity and improve quality control, including increasing selling prices by using CT scans to ensure the accurate measurement of durian flesh per fruit. Furthermore, NTF will collaborate with packing plants and farmers to add value to our products by providing skilled agricultural staff to oversee and advise on product development.

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

- Growth
- Profitability & Efficiency

## Targets

### Corporate Financial Targets

| Topic              | Latest data |         | Targets |      |      |
|--------------------|-------------|---------|---------|------|------|
|                    | YE/2024     | YE/2025 | 2026    | 2027 | 2028 |
| Revenue Growth (%) | -           | 125.74  | 60      | 60   | 60   |
| YoY Growth Rate    |             |         |         |      |      |

### Other Targets

| Topic                | Baseline            | Targets             |                     |                       |
|----------------------|---------------------|---------------------|---------------------|-----------------------|
|                      | YE/2025             | 2026                | 2027                | 2028                  |
| Debt to Equity Ratio | 0.55 : 1            | 2.5 : 1             | 2.5 : 1             | 2.5 : 1               |
| Revenue from Sale    | 2,540 million baht  | 4,064 million baht  | 5,503 million baht  | 10,404 million baht   |
| Net Profit           | 229.62 million baht | 386.08 million baht | 634.04 million baht | 1,030.00 million baht |

## Strategic Initiative

| Strategic Initiative                                                                                               | Year | Expected Outcomes                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expand production capacity to cover a greater number of fruit-growing areas both domestically and internationally. | 2026 | <ul style="list-style-type: none"> <li>Focus on identifying and selecting 5 high-potential packing houses, both domestically and internationally, to scale up product volume.</li> <li>Research and execute pilot projects for exporting and importing 2 new fruit varieties, while actively monitoring market feedback.</li> </ul>            |
|                                                                                                                    | 2027 | <ul style="list-style-type: none"> <li>Utilize results from the pilot projects to scale up production for fruit varieties that secured repeat orders within two quarters; additionally, source at least 2 new fruit types.</li> <li>Increase the number of partner packing houses across both domestic and international locations.</li> </ul> |
|                                                                                                                    | 2028 | <ul style="list-style-type: none"> <li>Further expand the volume and network of domestic and international packing houses.</li> <li>Portfolio Diversification: Identify and introduce at least 2 additional new fruit varieties to the market.</li> </ul>                                                                                      |
| Invest in machinery to enhance production capacity and strengthen product quality control.                         | 2026 | <ul style="list-style-type: none"> <li>Import 4 fruit grading machines and 1 CT scan machine.</li> </ul>                                                                                                                                                                                                                                       |
| Allocate agricultural experts to manage products and provide specialized consultancy.                              | 2026 | <ul style="list-style-type: none"> <li>Recruit qualified personnel and implement training programs to enhance their agricultural knowledge and professional expertise further.</li> <li>Build and strengthen partnerships with growers to gain a deeper understanding of packing house operations and orchard management.</li> </ul>           |
|                                                                                                                    | 2027 | <ul style="list-style-type: none"> <li>Provide technical guidance to packing houses and growers on orchard and product development to improve quality, including consistent follow-ups.</li> </ul>                                                                                                                                             |
|                                                                                                                    | 2028 | <ul style="list-style-type: none"> <li>Increase the number of partner packing houses and farmers receiving consultancy and technical support.</li> </ul>                                                                                                                                                                                       |

## Risk Management

### Risk 1

Product Quality Risk

**Risk Characteristic**

Accelerated production scaling may compromise quality standards during packing-house grading and internal Quality Control inspections, due to an imbalance between increasing product volume and current staffing levels.

**Risk Impact**

An imbalance between increasing product volume and current employee levels may lead to quality failures, potentially damaging the Company's reputation and brand credibility.

**Risk Management**

Recruit and prepare personnel through comprehensive knowledge sharing, specialized training, and machinery proficiency to ensure operational readiness for production scaling.

**Risk 2**

Product Quantity and Quality Risks arising from climatic conditions, floods, and droughts.

**Risk Characteristic**

Risks arising from adverse weather conditions, such as flooding and prolonged droughts in certain regions. These factors can lead to a significant reduction in both product yield and quality.

**Risk Impact**

The delivery of sub-standard products will directly result in a loss of corporate credibility and diminish brand trust among consumers and partners.

**Risk Management**

- (1) Implement stricter grading and inspection protocols to minimize the risk of sub-standard goods reaching the market.
- (2) Source alternative fruit varieties from non-affected regions or increase international imports to compensate for local supply shortages and revenue loss.

**Risk 3**

Risk of over-reliance on Quality Control (QC) personnel.

**Risk Characteristic**

Risk of losing key Quality Control personnel with specialized knowledge and expertise.

**Risk Impact**

Loss of key personnel with specialized expertise may impact operational agility, leading to delays in procurement and sales processes. Furthermore, it poses a risk of quality failures, which could compromise the Company's credibility.

**Risk Management**

- (1) Develop advanced staffing plans aligned with the expansion of production bases.
- (2) Prepare personnel through knowledge sharing and training, in line with Standard Operating Procedures (SOPs), to ensure staff interchangeability.



## Section 2

### Governance Plan

## Section 2 Governance Plan

### Board Structure and Qualifications

#### Increasing the diversity of the board of directors

Furthermore, the company prioritizes Gender Diversity on the Board to mitigate the risk of groupthink and to ensure that all Board resolutions are derived from a thorough analysis of diverse perspectives. Recognizing the significance of this matter, the company has established a plan to promote gender inclusivity, targeting a minimum of 30% gender diversity on the Board by 2028. This commitment will broaden management insights and foster sustainable value creation for the organization.

Furthermore, the Company prioritizes Gender Diversity on the Board to mitigate the risk of groupthink and ensure that diverse perspectives inform all Board resolutions. Recognizing the significance of this matter, the Company has established a plan to promote gender inclusivity, aiming to achieve at least 30% gender diversity on the Board by 2028, thereby broadening management insights and fostering sustainable value creation for the organization.

#### Targets

| Topic                                                                                                 | Current Status | Targets     |             |         |
|-------------------------------------------------------------------------------------------------------|----------------|-------------|-------------|---------|
|                                                                                                       |                | 2026        | 2027        | 2028    |
| The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028. | In Progress    | In Progress | In Progress | Success |
| Define the policy for diversity in the structure of the Board of Directors.                           | -              | In Progress | In Progress | Success |

#### Strategic Initiative

| Strategic Initiative                                                        | Year | Expected Outcomes                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Review the current Board composition and establish a Board Diversity Policy | 2026 | <ul style="list-style-type: none"><li>Review of the existing Board structure to potentially formalize the recruitment of gender-diverse members and/or preserve current representation levels.</li><li>Consider conducting a Board Diversity Policy.</li></ul>        |
|                                                                             | 2027 | <ul style="list-style-type: none"><li>Review of the existing Board structure to potentially formalize the recruitment of gender-diverse members and/or preserve current representation levels.</li><li>A Board approved and implemented a Diversity Policy.</li></ul> |
|                                                                             | 2028 | <ul style="list-style-type: none"><li>A minimum of 30% female representation in the Board composition</li></ul>                                                                                                                                                       |

#### Risk Management

## Risk 1

Talent/Competence Risk

### Risk Characteristic

Challenges in identifying female experts with direct experience relevant to our business model.

### Risk Impact

Potential for acquiring directors with skills that mismatch the organization's genuine needs

### Risk Management

Utilize the Board Skill Matrix to lead the recruitment process and expand the search scope to include the IOD Director Pool

## Risk 2

Tokenism Risk

### Risk Characteristic

Appointing diverse directors merely to fulfill quotas or comply with regulations, without granting them substantive roles or meaningful influence.

### Risk Impact

Negatively impacting the corporate image in the long term and undermining investor confidence.

### Risk Management

Define clear roles and responsibilities for the Board and its sub-committees to ensure female directors can fully leverage their expertise in driving strategic execution.

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

The Company is committed to conducting business with integrity and places the utmost importance on anti-corruption, strictly adhering to Good Corporate Governance principles for the benefit of shareholders and all stakeholders. To formalize this commitment, the Board of Directors has resolved to establish an Anti-Corruption Strategic Plan. This plan serves as a fundamental guideline to strengthen our internal controls, with the definitive goal of achieving CAC (Thai Private Sector Collective Action Against Corruption) certification from the Thai Institute of Directors (Thai IOD) by 2028.

### Targets

| Topic                                                                                                                                                                                                                                                                                        | Current Status | Targets |         |         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                              |                | 2026    | 2027    | 2028    |
| The company has established an anti-corruption policy and practices.                                                                                                                                                                                                                         | In Progress    | Success | 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       | -       | -       | -       |

| Topic                                                                                                                                                                                                                                                                                                                                                                                                     | Current Status | Targets                                       |           |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------|-----------|-----------|
|                                                                                                                                                                                                                                                                                                                                                                                                           |                | 2026                                          | 2027      | 2028      |
| <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    | Success                                       | 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    | Success                                       | Success   | Success   |
| Achieve CAC certification from the Thai Institute of Directors (Thai IOD)                                                                                                                                                                                                                                                                                                                                 | Signatory      | In the process of applying for certification. | Certified | Certified |
| Conduct a review of the Anti-Corruption Policy and Guidelines at least once a year.                                                                                                                                                                                                                                                                                                                       | -              | In Progress                                   | Success   | Success   |

### Strategic Initiative

| Strategic Initiative                                                                                                                  | Year | Expected Outcomes                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Board of Directors monitors, evaluates, and reviews compliance with the Anti-Corruption Policy and Guidelines on an annual basis. | 2026 | <ul style="list-style-type: none"> <li>The Board of Directors monitors, evaluates, and reviews compliance with the Anti-Corruption Policy and Guidelines at least once a year.</li> </ul>                                                                                                                                                          |
|                                                                                                                                       | 2027 | <ul style="list-style-type: none"> <li>The Board of Directors monitors, evaluates, and reviews compliance with the Anti-Corruption Policy and Guidelines at least once a year.</li> </ul>                                                                                                                                                          |
|                                                                                                                                       | 2028 | <ul style="list-style-type: none"> <li>The Board of Directors monitors, evaluates, and reviews compliance with the Anti-Corruption Policy and Guidelines at least once a year.</li> </ul>                                                                                                                                                          |
| Becoming a member and achieving CAC Certification from the Thai Institute of Directors (Thai IOD).                                    | 2026 | <ul style="list-style-type: none"> <li>Select and appoint consultants with specialized expertise and direct experience in developing internal control systems that meet CAC criteria.</li> <li>Appoint a dedicated working team and define clear roles and responsibilities for coordination, data collection, and process improvement.</li> </ul> |
|                                                                                                                                       | 2027 | <ul style="list-style-type: none"> <li>Compile operational evidence, conduct a comprehensive review of all documentation based on the self-evaluation checklist, and formally submit the application for certification within the established timeline.</li> </ul>                                                                                 |

| Strategic Initiative | Year | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                        |
|----------------------|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |      | <ul style="list-style-type: none"> <li>Successfully pass the evaluation and achieve official certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC).</li> <li>Successfully pass the evaluation and achieve official certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC).</li> </ul> |
|                      | 2028 | <ul style="list-style-type: none"> <li>Communicate the certification success to business partners, investors, and stakeholders to enhance corporate image and organizational credibility.</li> </ul>                                                                                                                                                                     |

## Risk Management

### Risk 1

Operational Risk

#### Risk Characteristic

Inability to submit the certification documents within the 18-month timeframe following the Declaration of Intent, failing to achieve CAC certification from the Thai Institute of Directors (Thai IOD)

#### Risk Impact

Negative impact on the company's credibility regarding corporate governance and anti-corruption commitment.

#### Risk Management

Complete the corruption risk assessment and establish all necessary control measures at least 3 months before the 18-month deadline. This buffer allows sufficient time for thorough auditing and document rectification if any deficiencies are identified.

### Risk 2

Cultural and Human Capital Risk

#### Risk Characteristic

Some executives or employees may perceive stringent audit processes as a sign of distrust or as obstacles to operational agility, potentially leading to passive resistance.

#### Risk Impact

Honest employees may experience diminished morale, resulting in decreased productivity, while those with fraudulent intent may seek new loopholes within increasingly complex systems.

#### Risk Management

- (1) Senior management must demonstrate a sincere and tangible commitment to anti-corruption to instill integrity as a core corporate value, moving beyond mere regulatory compliance.
- (2) Leverage automation and advanced technology in audit processes to minimize human discretion, enhance transparency, and ensure greater speed and accuracy in operations.



(3) Establish communication channels for employee feedback to identify operational bottlenecks, allowing for the refinement of control measures to be practical without compromising business efficiency.

## Governance of Risk and Management Compliance

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

The Company prioritizes robust Succession Planning for key leadership roles at all levels, ensuring a merit-based, transparent, and accountable selection process. The Audit Committee plays a pivotal role in reviewing the succession plans for the CEO and senior executives, ensuring that talent acquisition and development remain systematic and fully aligned with the Company's strategic objectives. Furthermore, to ensure that policy-level decision-making incorporates diverse perspectives, the Company has established comprehensive guidelines for identifying and developing successors from a high-potential talent pool. This strategic approach aims to bolster management continuity, enhance decision-making efficiency, and drive sustainable long-term value creation for the organization.

#### Targets

| Topic                                                                                                                                                                                                                                        | Current Status | Targets     |         |         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|---------|---------|
|                                                                                                                                                                                                                                              |                | 2026        | 2027    | 2028    |
| The company has established a succession plan for the President & CEO, senior executives, and key position holders.                                                                                                                          | In Progress    | In Progress | Success | Success |
| <ul style="list-style-type: none"><li>• Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.</li></ul>                                                                    | In Progress    | In Progress | Success | Success |
| <ul style="list-style-type: none"><li>• Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance, and specifying essential competencies for each position.</li></ul> | In Progress    | In Progress | Success | Success |
| <ul style="list-style-type: none"><li>• Identification and assessment of high-potential employees for future key roles.</li></ul>                                                                                                            | In Progress    | In Progress | Success | Success |
| <ul style="list-style-type: none"><li>• Development of Individual Development Plans</li></ul>                                                                                                                                                | In Progress    | In Progress | Success | Success |
| <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 | Success | 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>                                                   | In Progress    | In Progress | Success | Success |
| Disclose the performance results of the succession planning and risk management in the Annual Report                                                                                                                                         | -              | In Progress | Success | Success |

#### Strategic Initiative

| Strategic Initiative                                                                     | Year | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Elevate the succession planning for the President, senior executives, and key positions. | 2026 | <ul style="list-style-type: none"> <li>The Board of Directors approves the succession plan covering the President, executives, and key personnel in critical positions.</li> <li>Monitor the progress of Individual Development Plans (IDP) and evaluate the overall effectiveness of the succession planning.</li> <li>Communicate the significance of succession planning to employees through various internal communication channels.</li> </ul> |
|                                                                                          | 2027 | <ul style="list-style-type: none"> <li>Monitor the progress of Individual Development Plans (IDP) and evaluate the overall effectiveness of the succession planning.</li> <li>Communicate the significance of succession planning to employees through various internal communication channels.</li> <li>Disclose the performance results of the succession plan and risk management measures in the Annual Report.</li> </ul>                       |
|                                                                                          | 2028 | <ul style="list-style-type: none"> <li>Integrate the succession plan into the organization's corporate strategy.</li> </ul>                                                                                                                                                                                                                                                                                                                          |

## Risk Management

### Risk 1

Specialized Talent Shortage Risk

#### Risk Characteristic

The risk of the Company being unable to recruit, retain, or develop personnel with the specialized skills essential for core business operations.

#### Risk Impact

- (1) A shortage of experts for in-depth problem analysis, leading to errors in core work processes and operational.
- (2) Decision-making gaps in key positions, resulting in operational delays that fail to keep pace with changing situations and cause loss of business opportunities.
- (3) Erosion of competitive advantage, potentially leading to a loss of confidence among stakeholders.

#### Risk Management

- (1) Develop a Specialized Training Roadmap to systematically enhance technical skills and expertise.
- (2) Establish Departmental Succession Plans focusing on High-Potential (HiPo) employee groups.

(3) Conduct competency assessments and monitor Individual Development Plans (IDP) at least once a year.



## **Section 3**

### **Climate Action Plan**

## Climate Action Plan

### Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

#### Attachments

URL Link to the Document : <https://www.ntfintergroup.com/en/home>



#### Targets

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

### Decarbonization

The Company has established a strategic plan to reduce greenhouse gas (GHG) emissions from the corporate fleet, which is the primary source of emissions. Our strategy focuses on increasing the proportion of clean-energy vehicles (HEVs and EVs) and implementing systematic fuel-efficiency management. This initiative aims to reduce GHG emission intensity per employee over three years, aligning corporate growth with environmental sustainability.

#### Targets

| Topic                                    | GHG emissions in the base year<br>(tCO <sub>2</sub> e / Person (employee)) | Target for reducing GHG emissions compared with the base year<br>(tCO <sub>2</sub> e / Person (employee)) |      |      |
|------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------|------|
|                                          | 2025                                                                       | 2026                                                                                                      | 2027 | 2028 |
| Greenhouse gas emission reduction volume | 3.53                                                                       | 3.15                                                                                                      | 2.85 | 2.65 |

### Strategic Initiative

| Strategic Initiative          | Year | Expected Outcomes                                                                                                                                                                                                         |
|-------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fleet Electrification Program | 2026 | • Transition the corporate fleet by acquiring HEV and EV through purchase or lease agreements, aimed at reducing dependency on internal combustion engine vehicles. (Projected Fleet: 10 Diesel, 6 Gasoline, 3 HEV, 3 EV) |
|                               | 2027 | • Evaluate operational performance and systematically phase out fossil-fuel vehicles as appropriate. (Projected Fleet: 8 Diesel, 4 Gasoline, 5 HEV, 5 EV)                                                                 |

| Strategic Initiative                 | Year | Expected Outcomes                                                                                                                                                                                                    |
|--------------------------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                      | 2028 | <ul style="list-style-type: none"><li>Consistently increase the proportion of the clean energy fleet to support greenhouse gas reduction targets.<br/>(Projected Fleet: 7 Diesel, 2 Gasoline, 7 HEV, 6 EV)</li></ul> |
| Fuel Efficiency & Monitoring Program | 2026 | <ul style="list-style-type: none"><li>Establish a formal Car Policy and initiate fuel consumption tracking for individual vehicles.</li></ul>                                                                        |
|                                      | 2027 | <ul style="list-style-type: none"><li>Analyze fuel consumption data to identify trends and establish guidelines for enhancing vehicle operational efficiency.</li></ul>                                              |
|                                      | 2028 | <ul style="list-style-type: none"><li>Reduce the average fuel consumption per vehicle through strategic management and driver behavioral adjustments.</li></ul>                                                      |

## Risk Management

### Risk 1

Failure to reduce Internal Combustion Engine (ICE) vehicles according to the Fleet Electrification plan.

#### Risk Characteristic

The organization's greenhouse gas (GHG) reduction strategy relies on phasing out ICE vehicles from 16 units (2026) to 9 units (2028), while increasing the EV fleet to 6 units. Factors such as procurement delays, budget constraints, or limitations in charging infrastructure may prevent the planned reduction in ICE vehicles.

#### Risk Impact

- (1) The GHG Intensity may fail to meet the target of 2.65 tCO<sub>2</sub>e/person by 2028.
- (2) Negative impact on the credibility of the Decarbonization strategy and ESG reporting.

#### Risk Management

- (1) Implement a phased EV procurement schedule and secure advance contracts with suppliers.
- (2) Allocate and secure the required budget at least one year in advance.
- (3) Ensure sufficient charging stations are installed and operational before expanding the EV fleet.
- (4) Conduct quarterly project progress reviews to ensure alignment with the roadmap.

### Risk 2

Discrepancies in energy consumption assumptions and Emission Factors (EF).

#### Risk Characteristic

GHG emission calculations are based on specific assumptions, such as: Diesel consumption: 4,100 liters/year | Gasoline consumption: 3,500 liters/year. HEV efficiency gain: 30% | EV electricity usage: 8,500 kWh/year. Emission Factors (EF): Diesel = 2.68 \$kgCO<sub>2</sub>e/liter\$ | Gasoline = 2.31 \$kgCO<sub>2</sub>e/liter\$ | Electricity = 0.50 \$kgCO<sub>2</sub>e/kWh\$. If actual usage deviates from these assumptions or if Emission Factors are updated by governing authorities, the reported emission levels may be inaccurate.

#### Risk Impact

- (1) Scope 1 and Scope 2 emissions may not reflect actual.
- (2) The target for percentage reduction may be calculated incorrectly.
- (3) Risks regarding external audits or third-party verification.

**Risk Management**

- (1) Update Emission Factors annually in accordance with the latest official announcements.
- (2) Review and adjust consumption assumptions at the end of each fiscal year based on actual data.