# Quarterly update in second quarter of 2026

## JUMP+ Plan

Year 2026 - 2028

# PETCHSRIVICHAI ENTERPRISE PUBLIC COMPANY LIMITED

## (PCE)

at 30 June 2026

This report was disseminated on 28/08/2026

# Table of Contents

JUMP+

# PCE PETCHSRIVICHAI ENTERPRISE PUBLIC COMPANY LIMITED

sSET

Agro & Food Industry / Agribusiness

CG Report :

SET ESG Ratings: **-**

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

## Business Type

The Company is a Holding Company which invests in 4 core businesses : 1) Palm oil production and distribution 2) Warehousing and Port operation 3) Road freight transportation services 4) Sea freight transportation services

### Financial Statement

| Year | 2025 | 2024 | 2023 | - |
|---|---|---|---|---|
| **Income Statement (MB)** | | | | |
| Revenues | 30,366.35 | 27,516.36 | 24,722.78 | N/A |
| Expenses | 30,200.40 | 26,804.07 | 24,196.46 | N/A |
| Net Profit | 308.32 | 624.55 | 310.73 | N/A |
| **Balance Sheet (MB)** | | | | |
| Assets | 5,929.15 | 6,611.79 | 5,686.11 | N/A |
| Liabilities | 841.10 | 1,365.34 | 2,731.66 | N/A |
| Shareholders' Equity | 5,088.05 | 5,230.44 | 2,939.77 | N/A |
| **Cash Flow (MB)** | | | | |
| Operating | 1,016.86 | -109.04 | 1,135.02 | N/A |
| Investing | -595.58 | 135.20 | 20.15 | N/A |
| Financing | -565.10 | 267.86 | -1,159.96 | N/A |
| **Financial Ratio** | | | | |
| EPS (Baht) | 0.11 | 0.28 | 0.16 | N/A |
| GP Margin (%) | 2.77 | 4.71 | 4.39 | N/A |
| NP Margin (%) | 1.02 | 2.29 | 1.34 | N/A |
| D/E Ratio (Times) | 0.17 | 0.26 | 0.92 | N/A |
| ROE (%) | 5.98 | 15.29 | 10.57 | N/A |
| ROA (%) | 5.58 | 12.77 | 7.52 | N/A |

### JUMP+ Plan

**Business Plan**

**Target in 2028**

| | |
|---|---|
| Net Profit | **750-800** Million Baht |

| Strategic Plan | Growth | Profitability & Efficiency | Stability |
|---|---|---|---|
| 1. Strategic Plan 1 : Investment in in-house crushing mill facility (Phase 3) | ✓ | ✓ | |
| 2. Strategic Plan 2 : Refinery plant improvement | ✓ | ✓ | |
| 3. Strategic Plan 3 : Market expansion in olein through investment in in-house dry-fractionation plant. | ✓ | | |

**Governance Plan**

1. Ensuring the independence 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

# Quarterly update

# Section 1

# Business Plan

# Quarterly update : Section 1 Business Plan

## Target in 2028

| Title | Target | Actual Result | |
|---|---|---|---|
| | 2028 | 2025 | 6M/2026 |
| Net Profit (Million Baht) | 750-800 | 308.32 | 220.91 |

PCE strives to be the leading integrated palm oil business in Thailand, recognised for its large-scale, end-to-end operations and embedded sustainability from upstream to downstream. We are dedicated to supplying high-quality bio-based products to diverse industries across domestic and international markets, leveraging our robust partnership networks and comprehensive expertise in raw material sourcing, production, and end-to-end logistics
Buildng upon this success, we are advancing a full-scale expansion of our production capacities. This encompasses the expansion of our crude palm oil (CPO) crushing mills and palm olein production facilities (Dry-Fractionation), coupled with strategic investments in refinery plants. These initiatives are designed to elevate product standards, capture market growth opportunities, and drive sustainable profit margins.

### Progress description

Amidst the volatility in the palm oil industry driven by energy market uncertainties, decelerating yields due to unfavorable weather conditions, and evolving regulations and policies. PCE remains steadfast in its commitment to achieving sustainable growth under all circumstances.
Beyond our core palm oil extraction operations, we place a strong emphasis on product value addition towards downstream industries. This strategic focus serves as a fundamental pillar for the Group's long-term sustainability, driven by continuous investments in production infrastructure enhancement.

During the first half of 2026 (6M/2026), the Group has fully advanced its production capacity expansion. The construction of the Crushing Mill Phase 3 and the capacity expansion of palm olein production facilities (Dry-Fractionation) have progressed according to plan and are expected to be completed on schedule. Furthermore, the Group has invested in enhancing its palm oil refinery to elevate the quality standards of RBD Palm Oil, which serves as a crucial raw material for further development in other downstream industries.

PCE firmly believes that the investment in expanding capacity in these projects will be a key milestone that drives the Group to robustly achieve its net profit target of 750 - 800 million Baht by 2028.

# Growth plan/Increase business value

## Strategic Plan 1 : Investment in in-house crushing mill facility (Phase 3)

Increase capacity through expansion of in-house crushing mills (Phase 3) to reduce dependence on third-party crude palm oil (CPO) processing and improve crude palm oil margins.

### Targets

Reduce reliance on third-party Crude Palm Oil (CPO) to fully support the Group's downstream production. This strategic initiative optimizes production costs and enhances profit margins across the entire supply chain. Furthermore, it establishes raw material security, ensuring sufficient supply for future product development and extensions.

- **Corporate Financial Targets**

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 2025 | 6M/2026 |
| Net Profit : Owners Of The Parent (MILLION BAHT) | - | เพิ่มขึ้น 150.0-200.0 | เพิ่มขึ้น 40.0-50.0 | 308.32 | 220.91 |
| Gross Profit Margin (%) | - | 5.50 | 6.00 | 2.77 | 5.40 |

- **Other Targets**

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 2025 | 6M/2026 |
| CPO In-house production capacity (At least) | 50% | 70% | 75% | 30% | 30% |

### Progress description

During the first half of 2026, domestic fresh fruit bunch (FFB) production declined significantly due to reduced rainfall in major cultivation areas. Consequently, the overall procurement of raw materials became increasingly challenging. The tightened supply, coupled with surging demand from the energy sector, served as a key driver pushing FFB prices upward in accordance with market mechanisms.

Given the Group's fully integrated palm oil business model, which requires substantial volumes of crude palm oil (CPO) as a primary raw material for producing RBD Palm Oil, RBD Palm Olein, Biodiesel (B100) and other products, the Group has implemented a stringent cost management strategy. Emphasis has been placed on optimizing the balance between purchasing FFB for our own extraction mills and sourcing CPO from external suppliers. This approach ensures optimal cost efficiency and enables the Group to maintain its profit margins at targeted levels.

## Strategic Initiative

**Strategic Initiative 1 : Develop and implement crushing mill facilities, including advanced crushing machinery and supporting equipment, to enhance in-house production capacity.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • All required permits and licenses are obtained.<br>• Machinery purchase orders are all finished.<br>• Machinery installation is currently underway. | • The application process for the required licenses is currently underway with the relevant regulatory authorities.<br>• The manufacturing of the machinery has been completed and is currently pending delivery.<br>• The building foundation work has been successfully completed, and structural construction is currently in progress. |

**Strategic Initiative 2 : Secure consistent Fresh Fruit Bunch (FFB) supply to ensure raw material availability and optimize extraction efficiency.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Maintain Supplier Relationship | The Group continuously maintains strong relationships with farmers and FFB (Fresh Fruit Bunch) collection point by implementing a Loyalty Program and utilizing quality-based criteria to ensure the procurement of fresh fruit bunches at fair prices. |

**Strategic Initiative 3 : Build organizational capability by recruiting and developing a workforce aligned with new operations**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Recruitment plan is well-prepared. | The recruitment process for production personnel is currently underway. |

## Strategic Plan 2 : Refinery plant improvement

The Phase 3 enhancement of the palm oil refinery plant involves investing in a CPO washing to elevate palm oil quality, alongside upgrading existing equipment to boost capabilities in double-refined processing. These strategic initiatives will support the growth of high-margin product segments, advance the development of high-quality products, and facilitate broader market diversification.

## Targets

- **Corporate Financial Targets**

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 2025 | 6M/2026 |
| Net Profit : Owners Of The Parent (MILLION BAHT) | เพิ่มขึ้น 20.0-25.0 | เพิ่มขึ้น 65.0-75.0 | เพิ่มขึ้น 15.0-20.0 | 308.32 | 220.91 |

- **Other Targets**

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 2025 | 6M/2026 |
| Product gross profit margin improvement. | - | Margin Uplift 0.50%-1.00% | Margin Uplift 0.50%-1.00% | 6.00% | - |
| Product mix of high-quality RBDPO products compared to the total RBDPO product portfolio. | - | To 20.00% | To 30.00% | 0.00% | - |

### Progress description

The Phase 3 enhancement of the palm oil refinery plant is currently under construction and awaiting the installation of key machinery; therefore, it cannot yet commence production or generate financial results in 2026. However, the Company is exercising strict operational control to ensure that the project is completed as planned and will begin production in 2Q/2027.

## Strategic Initiative

**Strategic Initiative 1 : Enhance the refinery's capabilities with CPO Washing Technology and a double-refine process, which will help support the development of high-quality products and high-margin product groups, as well as expand and diversify the customer base.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Proceed with the construction of the foundation and building | In Progress. |

**Strategic Initiative 2 : Secure consistent CPO supply to ensure raw material availability and optimize production efficiency.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | | A comprehensive raw material procurement plan is in place, focusing on managing the proportion of Crude Palm Oil (CPO) sourcing to achieve an optimal balance between the volume produced internally within the Group and procurement from third-party suppliers. |

**Strategic Initiative 3 : Expand the customer base in RBDPO High Quality Market to broaden revenue streams.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Market Research | In Progress. |

## Strategic Plan 3 : Market expansion in olein through investment in in-house dry-fractionation plant.

Expand revenue and strengthen competitiveness in the olein segment by investing in and scaling an in-house dry-fractionation plant, enabling the company to improve production margins, secure stable supply, and capture high-growth opportunities in the food industry.

### Targets

- **Corporate Financial Targets**

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 2025 | 6M/2026 |
| Total Revenues (MILLION BAHT) | เพิ่มขึ้น 600-700 | เพิ่มขึ้น 1,800-2,100 | เพิ่มขึ้น 600-700 | 30366.35 | 12180.65 |
| Net Profit : Owners Of The Parent (MILLION BAHT) | เพิ่มขึ้น 12.5-20.0 | เพิ่มขึ้น 37.5-60.0 | เพิ่มขึ้น 25.0-35.0 | 308.32 | 220.91 |

- **Other Targets**

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 2025 | 6M/2026 |
| Increase revenue contribution of olein to total revenue from sale | To 10-11% | To 16-17% | To 18-19% | 9% | 9% |

### Progress description

Dry-fractionation plant capacity expansion project is currently undergoing building construction and main machinery installation, with completion expected within the fourth quarter of 2026. This capacity expansion serves as a key growth driver that will enhance the Company's capability to accommodate the rising demand from industrial (B2B) customers. Simultaneously, it supports the expanded distribution of our bottled palm olein under the "Rintip" brand, which has already successfully secured placements across the country's leading modern trade networks, such as 7-Eleven and CJ More."

## Strategic Initiative

### Strategic Initiative 1 : Implement dry-fractionation facilities, including advanced machinery and supporting equipment to enhance production capacity.

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • All required permits and licences are obtained for the facility expansion.<br>• Commence full operations in 4Q2026.<br>• Maintain machinery utilisation rate at 60% to 70%.<br>• RBDOL output uplift of 13K-15K tonnes. | • Currently in the process of securing all necessary permits.<br>• Construction expected to be completed by 4Q/2026. |

### Strategic Initiative 2 : Ensure Production Quality.

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Maintain RBDOL Yield 73-75%. | In 1H 2026, the project remained in the construction phase with no production activities. The factory is expected to be completed in 4Q/2026 |

### Strategic Initiative 3 : Build organisational capability by recruiting and developing a workforce aligned with new operations.

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Employees fully recruited, with 9 headcount.<br>• Complete training sessions to build operational readiness. | In Progress. |

# Quarterly update

# Section 2

# Governance Plan

# Quarterly update : Section 2 Governance Plan

## Board Structure and Qualifications

### Ensuring the independence of the board of directors

The Company has established a Board structure that ensures independence in composition, roles, and decision-making. The oversight function of the Board is clearly separated from the management function to prevent undue influence and ensure effective checks and balances. This structure is aligned with the requirements of the SET, the SEC, and the CG Code 2017, with the intention that the Chairman of the Board shall be an Independent Director. Independent Directors are empowered to express opinions, raise objections, and provide oversight of management in a fair, transparent, and verifiable manner. The Company places strong emphasis on adequate disclosure to shareholders and on building long-term confidence among institutional investors.

#### Targets

The Company is committed to developing a comprehensive and concrete governance system regarding the independence of the Chairman of the Board. This encompasses defining specific qualification criteria, ensuring transparent disclosure to shareholders and the public, and reporting progress through the Annual Report (One Report). Furthermore, the Company aims to update its charters and policies to remain compliant with new regulations, while elevating corporate governance standards to achieve a CG Scorecard (CGR) rating of 4 stars or higher within the plan's timeframe.

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | Before Project Participation | 6M/2026 |
| The Chairman of the Board is an Independent Director | - | - | - | Complete | Success |
| The Board of Directors comprises more than 50% Independent Directors | - | - | - | Complete | Success |

#### Progress description

Currently, the company already has an independent chairman of the board, and more than 50% of the directors are independent (currently accounting for 55% of the entire board of directors).

#### Strategic Initiative

The Company aims to establish, implement, and publicly disclose a comprehensive governance framework governing the independence of the Chairman of the Board, in full compliance with the requirements and best practices of the SET and SEC. This initiative is intended to ensure transparency, strengthen board independence, and enhance the Company’s Corporate Governance (CG) rating in the long term.

**Strategic Initiative : To establish and publicly disclose a governance framework governing the independence of the Chairman of the Board, ensuring full alignment with SET and SEC requirements, and to strengthen the Company’s Corporate Governance (CG) performance.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Completion and implementation of specific qualification criteria for an Independent Director who serves as Chairman of the Board.<br>• Disclosure of the Chairman's independence status in the One Report and at the Annual General Meeting of Shareholders (AGM).<br>• Publication of the Chairman's independence status on the Company's website for shareholder and public access. | Currently, the company has already established and announced the qualification criteria for independent directors specifically for the chairman position. It has also disclosed the independent director status of the chairman in the One Report and at the shareholders' meeting (AGM), as well as published the chairman's independent director status on the company's website so that shareholders and the public can check it.<br>1.https://investor.pce-th.com/en/document/shareholder-meetings<br>2.https://sustainability.pce-th.com/en/governance-and-economic<br>3.https://investor.pce-th.com/en/corporate-governance/policies-and-documents |

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

This strategic plan aims to strengthen a transparent and credible governance framework to prevent corruption by regularly reviewing internal policies, fostering a culture of integrity, seeking national anti-corruption certification, and requiring key business partners to have anti-corruption policies.

#### Targets

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | Before Project Participation | 6M/2026 |
| The company has established an anti-corruption policy and practices. | Success | Success | Success | In Progress | 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 | Success | Success | Success | In Progress | 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 | Success | Success | Success | In Progress | Success |
| The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors | Success | Success | Success | In Progress | Success |

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | Before Project Participation | 6M/2026 |
| Achieve CAC certification from the Thai Institute of Directors (Thai IOD) | Certified | Certified | Certified | Signatory | In the process of applying for certification. |
| 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 | - | Currently, the company has required its critical Tier 1 partners to be aware of the anti-bribery and anti-corruption policy and to communicate this policy to their partners as well, and is also monitoring and evaluating the partners' compliance with the policy.Which is in progress. |

## Progress description

1.The company has policies and practices for combating fraud and corruption that cover its business activities and have been approved by the board of directors. There are also clear procedures in place, and the anti-fraud and corruption policies and practices are reviewed by the board at least once a year.

2.The company is in the process of applying for CAC certification from the Thai Institute of Directors (Thai IOD), which will be announced next quarter.

3.The company is under review by the Thai Institute of Directors Association (Thai IOD), which will announce the CGR Score for 2026 on October 28, 2026.

4.The company has required its critical Tier 1 partners to acknowledge the anti-bribery and anti-corruption policy and communicate this policy to their partners as well. It is also monitoring and evaluating partners' compliance with the policy, which is currently in progress.

## Strategic Initiative

### Strategic Initiative 1 : 1.1 Develop policy & procedures with BOD approval

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Develop written policies and guidelines related to anti-corruption, covering the organization's intentions and commitment, definitions of corruption, implementation, penalties and whistleblower protection, as well as other requirements specified by the CAC<br>• Obtain approval for all policies/guideline from the Company's Board of Director | The company has policies and practices for combating fraud and corruption that cover its business activities and have been approved by the board of directors. There are also clear procedures in place, and the anti-fraud and corruption policies and practices are reviewed by the board at least once a year. |

### Strategic Initiative 2 : 1.2 Conduct internal audit to assess implementation, report result to BOD ,clear action for wrongdoing.

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Implement anti-corruption policies and related procedures.<br>• Conduct internal audits review in accordance with the approved audit plan to assess anti-corruption measures and other procedures as required by CAC<br>• Review processes and develop corrective action plans upon the discovery of any misconduct or audit findings.<br>• Report to the Audit Committee/ Board of Directors at least once a year | The company follows the anti-corruption policies and procedures that are in place, and also reviews the processes to create improvement and corrective plans as required by the CAC. If any violations or observations are found during audits, they are reported to the audit committee/board of directors at least once a year. |

### Strategic Initiative 3 : 1.3 Review policy and procedures with BOD at least annually

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Review and revise anti-corruption policy and related procedures annually to ensure compliance with the CAC requirements<br>• Obtain approval of the revised policies from the Company's Board of Director | The company reviews and updates its anti-corruption policies and procedures every year to comply with CAC requirements and seeks approval for the revised policies from the board of directors before putting them into effect. |

### Strategic Initiative 4 : Become CAC certified member

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Collect data and discuss/facilitate workshop with management and risk owner to assess the Company's corruption risks in accordance with CAC requirement<br>• Communicate anti-corruption policies and related procedures | The company is in the process of applying for CAC certification from the Thai Institute of Directors Association (Thai IOD) and the results will be announced next quarter. |

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| | to internal and external stakeholders<br>• Consider the appointment of external consultants (to support the preparation of the CAC assessment submission or to serve as independent reviewers for CAC documentation submission) – if necessary<br>• Gather supporting document to prepare for certification application and submit required documents for certification<br>• Obtain CAC certification and become CAC certified member | |

**Strategic Initiative 5 : The Company mandates that key business partners establish Anti-Bribery and Corruption policies and conducts regular assessments to ensure policy adherence.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • The Company has established and communicated its Supplier Code of Conduct via the corporate website. | The company has required its critical Tier 1 partners to acknowledge the anti-bribery and anti-corruption policy and communicate this policy to their partners as well. It is also monitoring and evaluating partners' compliance with the policy, which is currently in progress. |

## Governance of Risk and Management Compliance

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

To create continuity in the company's management, reduce the risk of vacant positions at the executive level, increase staff readiness for future promotions, and support good governance principles, especially in terms of transparency, board independence, and corruption prevention, in accordance with SET / SEC / CAC criteria.

**Targets**

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | Before Project Participation | 6M/2026 |
| The company has established a succession plan for the President & CEO,senior executives,and key position holders. | In Progress | In Progress | Success | In Progress | In Progress |
| Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans. | In Progress | In Progress | Success | In Progress | In Progress |
| 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 | In Progress | In Progress |
| Identification and assessment of high-potential employees | In Progress | In Progress | Success | In Progress | In Progress |

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | Before Project Participation | 6M/2026 |
| for future key roles. | | | | | |
| Development of Individual Development Plans | In Progress | In Progress | Success | In Progress | In Progress |
| 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. | In Progress | In Progress | Success | In Progress | In Progress |
| Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company. | In Progress | In Progress | Success | In Progress | In Progress |
| 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 | - | The company is in the process of selecting experts or consultants to develop Human Capital ROI, including collecting data on people-related costs (L&D, Succession Development), and is currently working on creating an ROI evaluation model together with the experts. |

## Progress description

1.The company already has a succession plan policy in place and is currently implementing the plan, starting with key positions like the CEO. The plan has been adjusted from the previous one, which required all positions to be completed by the end of the year. Now, it starts with key positions, the CEO, first. This was approved at the company's board meeting No. 3/2026 on August 13, 2026.

2.The company is in the process of communicating with employees to help them understand the importance of the succession plan and to promote a culture of continuous development across the organization.

3.The company is in the process of selecting experts or consultants to develop Human Capital ROI, including collecting data on people-related costs (L&D, Succession Development), and is currently working on creating an ROI evaluation model together with the experts.

## Strategic Initiative

### Strategic Initiative 1 : 1.1 Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Create a critical role list that covers key executive positions, especially the Chief Executive Officer.<br>• Assess the risk level and urgency of succession for each position.<br>• Create the first Critical Role Risk Map.<br>• Prepare an initial draft succession plan for the CEO and Managing Director positions.<br>• Present the first report to the management/board to get their input on the direction. | The company already has a succession plan policy in place and is currently working on drafting an initial succession plan, starting with key positions like the CEO. The plan will include assessing the risk level and urgency of succession for each position, as well as creating the first version of the Critical Role Risk Map to report to management and the board for guidance. |

### Strategic Initiative 2 : 1.2 Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance,and specifying essential competencies for each position.

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Update the Job Description for key positions in the first round (CEO position).<br>• Create an initial Competency Model (Core / Leadership / Functional). | The company is working on updating the Job Description for key positions in the first round (CEO position) and creating an initial Competency Model (Core / Leadership / Functional) |

### Strategic Initiative 3 : 1.3 Identify and assess internal talents with the potential to advance to critical roles in the future.

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Conduct the initial screening to identify the first cohort of High-Potential (HiPo) employees. | The company is in the process of screening the first batch of high-potential employees, assessing their basic competencies, and |

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| | • Perform preliminary competency assessments and prepare individual Gap Analysis. | conducting individual gap analyses. |

**Strategic Initiative 4 : 1.4 Development of Individual Development Plans (IDPs)**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Prepare the first round of IDPs for employees in critical roles and identified High-Potential talents.<br>• Initiate targeted development activities to address identified competency gaps. | The company is in the process of creating the first round of IDPs for key personnel and high potentials, and is starting skill development activities based on competency gaps. |

**Strategic Initiative 5 : 1.5 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.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Develop the initial Succession Pipeline.<br>• Collect preliminary data on successor readiness levels (1–3 years). | The company is in the process of creating its first succession pipeline, including gathering readiness-level data (1–3 years) of preliminary successors. |

**Strategic Initiative 6 : 1.6 Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Initiate communication on career paths and the Succession Policy through HR-led engagement activities.<br>• Enhance internal communication platforms, such as the HR Portal and Talent Newsletter. | The company is in the process of communicating to employees the importance of the succession plan, such as sharing career paths and the Succession Policy through HR activities, and promoting a continuous development culture throughout the organization. This also includes developing internal communication systems like the HR Portal and Talent Newsletter, which are currently underway. |

**Strategic Initiative 7 : 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**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Select external specialists or consultants to support the development of a Human Capital ROI framework.<br>• Collect and analyze people-related cost data, including Learning & Development (L&D) and succession development | The company is in the process of selecting experts or consultants to develop Human Capital ROI, including collecting data on |

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| | investments.<br>• Develop a Human Capital ROI assessment model in collaboration with appointed experts or consultants. | people-related costs (L&D, Succession Development), and is currently working on creating an ROI evaluation model together with the experts. |

# Quarterly update

# Section 3

# Climate Plan

# Quarterly update : Section 3 Climate Plan

## Greenhouse gas inventory (GHG) plan

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

URL Link to the Document : Year of the Report 2026
https://hub.optiwise.io/en/documents/211523/flipbook

The Company's GHG Data Management and ESG Disclosure Roadmap (2026–2028) is centered on establishing a high-integrity, verifiable data foundation to drive informed climate-related financial decision-making. Commencing in 2026, we will implement a robust ISO 14064-1 and TGO-certified greenhouse gas inventory, complemented by rigorous Physical and Transition Risk assessments. This data framework will be optimized in 2027 to align with SBTi requirements, culminating in 2028 with the integration of an advanced Sustainability Data Management System that directly links ESG metrics to Incremental Profit. Through standardized reporting under the TCFD framework, the Company ensures maximum transparency, providing global stakeholders with the reliable insights necessary to evaluate our long-term resilience and value-creation potential.

### Targets

| Title | Target | | | Actual Result |
|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 6M/2026 |
| GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions) | Success | Success | Success | Success |

### Progress description

Greenhouse gas emission reduction target compared to base year. GHG emission reduction volume in 2026: 10%. Comparison of Carbon Footprint for Organization (CFO) certification application for the factory business group of New Biodiesel Co., Ltd. (Surat Thani Factory). Verifier (VVB): ECEE Co., Ltd.  Standard: TGO Guidance of the Carbon Footprint for Organization. Significant reduction in the organization's main greenhouse gas emissions (Scope 1 & 2):

- Scope 1 (direct emissions): reduced by 33.39% (a reduction of 7,363 tonCO_2 e/year)
- Scope 2 (electricity consumption/indirect energy): reduced by 27.38% (a reduction of 2,490 tonCO_2 e/year)

Total Scope 1 & 2: emissions reduced by 31.63% (from 31,143 to 21,292 tonCO_2 e/year)

### Strategic Initiative

The Company is committed to establishing a world-class GHG Inventory framework as the bedrock of our sustainability strategy. By prioritizing ISO 14064-1 compliance and third-party verification in 2026, we ensure a transparent data foundation that will evolve into a digitalized, finance-linked management system by 2028. This strategic initiative not only mitigates climate-related risks but also enhances our operational efficiency, driving 'Incremental Profit' while delivering long-term value to our global stakeholders through rigorous ESG disclosure.

**Strategic Initiative : Pillar 1: GHG Data Management & ESG Disclosure Roadmap Focusing on data integrity, climate risk assessment, and financial integration.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Comprehensive Greenhouse Gas (GHG) Accounting (Scopes 1 and2): Initiation of a corporate Carbon Footprint for Organization (CFO) inventory, encompassing Direct Emissions (Scope 1) and Energy Indirect Emissions (Scope 2), in strict accordance with ISO 14064-1 and TGO (Thailand Greenhouse Gas Management Organization) standards.<br>• Third-party Verification: Engagement with accredited independent bodies to conduct data verification and certification, ensuring the highest levels of accuracy, reliability, and transparency for public and investor disclosure.<br>• Conduct a comprehensive Climate-Related Financial Risk Assessment, covering both Physical Risks and Transition Risks. | **Application for Carbon Footprint for Organization (CFO) certification for the factory business group of New Biodiesel Co., Ltd. (Surat Thani Factory**<br>Verification Body (VVB): ECEE Co., Ltd.<br>Standard Criteria: TGO Guidance on the Carbon Footprint for Organizations<br>Latest Certificate Number: TGO CFO FY26-02-570<br>Approval Date: 22/04/2569<br>Expiry Date: 21/04/2570<br>**Management of Physical Risks from Climate Hazards**<br>The Company prioritizes the assessment and management of Physical Risks arising from climate change, which are categorized into short-term risks from extreme events (Acute Risk) such as increased frequency and severity of floods, storms, and heatwaves, and long-term risks from structural changes in ecosystems (Chronic Risk) such as droughts, dry spells, and fluctuating rainfall. These risks may directly impact the yield of upstream raw materials in the supply chain (Supply Chain Integration), particularly in oil palm cultivation areas. They could also damage assets, property, and disrupt factory production processes. The Company has established systematic guidelines for mitigating impacts and managing risks through the integration of early warning systems, Property & Business Interruption Insurance, promoting and supporting farmers in the supply chain to adapt to climate variability with Precision Farming technology, and improving water and energy management efficiency within production processes. These measures aim to build readiness to face risk crises, enhance Business Continuity Management (BCM), and preserve the long-term sustainability of organizational value.<br>**Assessment and Management of Transition Risks**<br>The Company prioritizes the assessment and management of Transition Risks that may impact organizational value and sustainable growth. Four key significant risks are categorized as High Priority: Policy & Regulation Risk, stemming from trade barrier measures such as EUDR and CBAM; Market Risk, arising from the shift in consumer behavior towards low-carbon products (CFP); Financial Risk, due to investor pressure under the ESG framework and the stock exchange's climate-related disclosure criteria; and Reputation Risk, from the risk of greenwashing that could affect international standards.<br>The Company has established concrete guidelines for risk management, assigning senior executives and relevant departments (Risk Owners) to implement stringent measures. These include investing in the development of a Traceability System throughout the supply chain to comply with EUDR criteria, improving production processes and researching/developing low- |

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| | | carbon products to retain customer base and market share, enhancing data disclosure according to ESG standard frameworks to build investor confidence and reduce the Cost of Capital, and strictly overseeing compliance with international sustainability standards (e.g., RSPO) to prevent reputational risks. These efforts will strengthen the Company, maintain its competitiveness, and drive the business towards long-term sustainable growth.<br>**Assessment and Management of Transition Business Opportunities**<br>The Company is committed to identifying and leveraging high-priority Transition Opportunities to gain a competitive advantage and drive sustainable organizational value. This involves integrating operations across four key dimensions: Renewable Energy & Efficiency, through expanding renewable electricity generation capacity (biogas, biomass, and solar cells) combined with improving energy efficiency and promoting a Circular Economy to reduce Operating Expenses (OPEX) and generate revenue from selling electricity back to the grid; Product Innovation & EU Market Advantage, by accelerating the development of high-value and low-carbon products such as biochar to enhance soil carbon sequestration, raw materials for Sustainable Aviation Fuel (SAF) from crude palm oil and used cooking oil (UCO), and elevating international sustainability standards (e.g., RSPO, ISCC-EU) to create a Price Premium and expand into key export markets; Green Finance, by accessing green funding sources and low-cost financial instruments (Lower Cost of Capital) for environmentally friendly projects; and Nature-based Solutions & Climate-resilient Supply Chain, by utilizing waste from production processes (e.g., sludge and palm cake) to produce fertilizer, thereby reducing Scope 3 greenhouse gas emissions, while strengthening the supply chain to cope with climate fluctuations, reduce costs from disruptions, and maintain long-term business sustainability. |

## Decarbonization

Petchsrivichai Enterprise Public Company Limited recognizes the urgency of the climate crisis (Climate Change), which is a global risk affecting the business value chain.

Therefore, we are committed to driving the organization towards a "Low-Carbon Society" by intensifying our strategic plan and aligning it with global community trends and national policies.

To demonstrate a clear commitment, the company has adopted the Climate Action Plan JUMP+ of the Stock Exchange of Thailand as a framework for driving its operations, with the primary goal

of achieving Net Zero by 2050 for direct and indirect greenhouse gas emissions from operations (Scope 1 and Scope 2), and setting a short-term greenhouse gas reduction target of

42% by 2035, focusing on enhancing energy efficiency, transitioning to clean energy, and investing in environmentally friendly innovations to create long-term value for stakeholders.

across all sectors. "We are not merely aiming for regulatory compliance, but are transforming our business model for sustainability and competitiveness in the new economy where carbon has a price and limitations."

**Three-Pillar Operational Strategy (Decarbonization Roadmap)**

1) Eco-Production: Adhering to circular economy principles to reduce pollution at the source and maximize resource utilization under international environmental standards.
2) Energy Transition: Accelerating the proportion of alternative energy and low-carbon innovations to concretely achieve the Net Zero target by 2050.
3) Ecological Balance (Nature-based Solutions): Enhancing carbon sequestration capacity (Carbon Sink) and maintaining ecological balance to sustainably mitigate the impacts of climate change.

**Operational plan aiming for SBTi international certification (Target 2027)**

Petchsrivichai Enterprise Public Company Limited (PCE) is committed to elevating its business operational standards to an international level by announcing a new target to achieve Net Zero greenhouse gas emissions by 2050, which is 15 years ahead of the original plan. The company has established a proactive roadmap to prepare for seeking certification of its greenhouse gas reduction targets under the Science Based Targets initiative (SBTi) by 2027 to confirm that the group's greenhouse gas reduction strategy aligns with the pathway to limit global temperature increase to 1.5 degrees Celsius. This involves driving a Compound Annual Reduction Rate (CARR) of greenhouse gas emissions at 4.64% per year through enhanced energy efficiency in production processes (Scope 1) and an intensive transition to clean energy (Scope 2) to close the gap (Gap Analysis) and achieve the short-term target of an absolute greenhouse gas emission reduction of 42% by 2035. This will build confidence among stakeholders through verifiable and internationally compliant sustainability operations.
Petchsrivichai Enterprise Public Company Limited Group places importance on concretely measuring environmental impacts. In 2024, the company and its subsidiaries, such as New Biodiesel Co., Ltd. (Surat Thani factory), received the Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. This serves as a crucial foundation for establishing a database of greenhouse gas emissions from both direct operations (Scope 1), such as the combustion of machinery and vehicles, and indirect energy use (Scope 2) from electricity purchases. This data will be further utilized to develop greenhouse gas reduction strategies in line with SBTi guidelines by 2027, focusing on enhancing production efficiency and using clean energy to sustainably achieve the Net Zero greenhouse gas emission target by 2050.

**Targets**

encompassing Direct Emissions (Scope 1) and Energy Indirect Emissions (Scope 2)

| Title | GHG emissions in the base year ($tCO_2e$) | Target for reducing GHG emissions compared with the base year (% Reduction) | | | Actual Greenhouse Gas Emission (% Reduction) |
|---|---|---|---|---|---|
| | 2024 | 2026 | 2027 | 2028 | 6M/2026 |
| Amount of greenhouse gas emission reduction | 52,058.88 | 10 | 15 | 20 | 31.63 |

## Progress description

**Greenhouse Gas Reduction Plan: Developing a greenhouse gas reduction strategy framework using verified organizational carbon footprint (CFO) data as a baseline.**

**Support for Carbon Credit certification and procurement (Organizational Offset Plan).**

Supporting Project: Supporting the "Environmentally Friendly and Socially Responsible Palm Oil Production Project" by the Phunom Cooperative Settlement Large-Scale Palm Oil Community Enterprise.

- International/National Standard Certification: Registered as a voluntary greenhouse gas reduction project under Thailand's standard (Standard T-VER) by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.
- Carbon Credit Potential: Expected to reduce/sequester greenhouse gases by 50,469 tCO2eq/year, with a credit period from February 1, 2025, to January 31, 2032, to offset the organization's remaining greenhouse gas emissions.

-Reducing electricity consumption and improving energy efficiency (reducing Scope 2 Emissions).

-Standard System Certification: An energy management working group was appointed in accordance with ISO 50001 standards in 2024 and received ISO 50001 system certification from TV NORD (Thailand) Co., Ltd. for the palm oil extraction and refinery business group. Company's total energy consumption statistics: 2024: 29,059,165.72 kWh (baseline data) 2025: 24,574,355.33 kWh, a decrease of 4,484,810.39 kWh (a reduction of ~15.43% from 2024).

**Greenhouse Gas Reduction Plan: Initiating projects to improve energy efficiency in core processes to reduce resource consumption and production costs, which is the first step towards short-term greenhouse gas reduction.**

**Participation in the Eco Move project by the Logistics Department (Low-Carbon Transportation Efficiency Improvement).**

- B50 Fuel Project: P.C. Marine (1992) Co., Ltd. switched the fuel type for vessels transporting palm kernel shells (PKS) on the Surat Thani to Japan route to B50, resulting in a 13.51% reduction in energy costs (539,457.03 Baht/year) and a 10.43% reduction in greenhouse gas emissions (77,624.14 kgCO2e).
- Tide Navigation System Project: Developed a tide level display system to support berthing planning, reducing vessel waiting time by 16 hours, reducing energy costs by 50% (55,616 Baht/year), and reducing greenhouse gas emissions by 50% (5,362.22 kgCO2e).

Overall Results Summary: Total transportation cost savings (Hard Saving) of 595,073.03 Baht/year, a 0.50% reduction in the proportion of transportation costs to sales, and a total reduction in greenhouse gas emissions of 82,986.36 kgCO2e (a decrease of 10.99%).

## Strategic Initiative

**Strategic Initiative : Pillar 2: Greenhouse Gas Emission Reduction Plan (Decarbonization) (Focusing on strategic target setting, international standard certification, and implementation of emission reduction projects)**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Greenhouse Gas Reduction Strategy Structure: Develop a greenhouse gas reduction strategy structure by using verified Corporate Carbon Footprint (CFO) data as a baseline to identify strategic points with the highest potential for reducing emissions throughout the value chain.<br>• Energy efficiency improvement and operational optimization: Initiate energy efficiency projects in core processes to reduce | **Supporting Carbon Certification and Offsetting for Carbon Neutrality**<br><br>The company is committed to driving its sustainability strategy through the integration of carbon offsetting plans to reduce and offset residual greenhouse gas emissions from its operations. It has supported " **Environmentally Friendly and Socially Responsible Palm Oil Production Project** " operated by the Phunom Cooperative Settlement Large-Scale Palm Oil Community Enterprise, which is registered as a voluntary greenhouse gas |

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| | resource consumption and production costs, which is considered the first step towards short-term greenhouse gas reduction.<br>• Feasibility Study of Low-Carbon Technologies: Conducting a study on low-carbon technology and innovation collaborations (e.g., renewable energy or advanced energy-saving technologies) to prepare for long-term investment. | reduction project under Thailand's Standard T-VER by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. The project has an estimated potential to reduce and sequester greenhouse gases of up to **50,469 tons of carbon dioxide equivalent per year.** |

# Quarterly update

# Attachment

# Quarterly update : Attachment

## JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/PCE1_JUMP%2B_Plan_Year_2026-2028_EN.pdf

## Attachments

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/PCE/1787831974355.pdf