



## JUMP+ Plan

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## SIAMEAST SOLUTIONS PUBLIC COMPANY LIMITED

(SE)

Year 2026 - 2028

This report was approved by the board of directors on 26/02/2026  
and disseminated on 27/02/2026

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# SIAMEAST SOLUTIONS PUBLIC COMPANY LIMITED

SET

Industrials / Industrial Materials & Machinery

CG Report :

SET ESG Ratings: **BBB**

Anti-Corruption Certification (CAC): -

## Business Type

Siam East Solution Public Company Limited or "SE" is a company that provides and distributes industrial products and provides various services related to industrial factories, which are currently divided into 5 product groups: 1. Pumping System Technology Division 2. Process and Piping Solution Division 3. Innovative Material Division 4. Service Business Division 5. Utilities & Power Division

Financial Statement				
Year	2025	2024	2023	2022
<b>Income Statement (MB)</b>				
Revenues	562.15	544.96	651.71	611.70
Expenses	534.95	523.51	596.31	557.25
Net Profit	40.24	35.83	61.43	66.75
<b>Balance Sheet (MB)</b>				
Assets	613.19	559.24	566.31	557.13
Liabilities	129.47	98.79	129.06	157.33
Shareholders' Equity	475.67	453.43	431.39	396.17
<b>Cash Flow (MB)</b>				
Operating	37.34	44.97	27.72	73.05
Investing	-7.41	-5.94	-4.28	-5.82
Financing	-19.68	-25.29	-43.10	-27.51
<b>Financial Ratio</b>				
EPS (Baht)	0.06	0.05	0.09	0.10
GP Margin (%)	25.84	24.80	25.65	27.72
NP Margin (%)	7.41	6.79	9.77	11.20
D/E Ratio (Times)	0.27	0.21	0.30	0.39
ROE (%)	8.66	8.10	14.85	18.36
ROA (%)	7.81	7.49	13.51	15.52

## JUMP+ Plan

### Business Plan

#### Target in 2028

Net Profit **53-60** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : Enhance revenue generation capabilities and increase market share. ✔

2. Strategic Plan 2 : Enhance the efficiency of processes and machinery while optimizing the cost structure to sustainably increase profit margins. ✔

3. Strategic Plan 3 : Expand the market with new technologies and create strategic partnerships to generate sustainable revenue. ✔

### Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Enhancing the prevention of insider information

### Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

**Remark :**

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**Section 1**  
**Business Plan**

# Section 1 Business Plan

## Target in 2028

Topic	YE/2022	YE/2023	YE/2024	Target in 2028
Net Profit (Million Baht)	66.75	61.43	35.83	53-60

Focusing on expanding the revenue base and ensuring stable, sustainable growth.

## Growth plan/Increase business value

### Strategic Plan 1 : Enhance revenue generation capabilities and increase market share.

Drive growth by leveraging existing product portfolios in both current and new industries, such as Petrochemicals, Automotive, Mining & Energy, and the Government sector.

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

- Growth

#### Targets

- Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	-16.38	3.15	5	5	5
Net Profit Growth (%) YoY Growth Rate	-41.67	12.30	10	10	10

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Develop comprehensive solutions and present technologies that address energy efficiency and cost-effectiveness for customers (e.g., smart pumps, Energy Efficiency, cost saving). 2. Invest in Special Tools and expand the scope of services to cover various product types, such as Chiller works, Valve Repairs, and Oven expansions, in order to elevate service standards and increase revenue opportunities. 3. Expand distribution channels to cover all regions, including establishing distributors in multiple areas. 4. Promote joint marketing with suppliers and collaborate proactively. 5. Increase the proportion of revenue from annual contracts, such as annual PM contracts, long-term yearly purchasing agreements, and piping system installation contracts.	2026	<ul style="list-style-type: none"> <li>• Develop and build industry-specific sales teams based on expertise to ensure deep understanding of each sector's pain points. Invest in Special Tools and machinery/equipment to support sales and services, ensuring full readiness by 2026 to enhance service capabilities and create new revenue opportunities. Increase the proportion of annual contract revenue from existing customers by converting ad-hoc repairs into annual service agreements or bulk consumable supply contracts to ensure predictable cash flow. Expand distribution channels through distributors and sub-dealers to improve Net Profit Margin via systematic operations, generate recurring revenue, allow sales teams to specialize, and increase market share.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• Develop Smart Pump &amp; Energy Efficiency solutions by creating</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2028	<p>real-world "Showcases" with clients. Collect cost-saving data to utilize as effective sales tools for closing future deals. Expand into large-scale, long-term contracts. Increase the distributor network to ensure nationwide coverage, focusing on high-volume sales. Achieve higher Gross Margins by shifting from selling "products" to selling "solutions," while simultaneously increasing market share.</p> <ul style="list-style-type: none"> <li>Elevate supplier relationships to the level of Strategic Partners, fostering proactive collaboration. Negotiate for Exclusive Distributorships or form Joint Ventures for specific solutions to block competitors. Leverage inventory management and logistics systems as key selling points to attract distributors. To drive revenue growth and rapidly expand market share.</li> </ul>

**Risk Management**

**Risk 1 :** Risks arising from an influx of new competitors leading to intensified price competition, compounded by an economic slowdown.

• **Risk Characteristic**

Risks arising from an influx of new competitors leading to intensified price competition, compounded by an economic slowdown.

• **Risk Impact**

Sales and Gross Profit (GP) failed to achieve the established growth targets.

• **Risk Management Measures**

- Shift the sales presentation approach from "Product Purchasing" to "Fast Payback Investment." For example, highlighting that replacing pumps accelerates payback through reduced electricity costs and increased energy efficiency. As customers seek cost reduction during an economic slowdown, integrate proprietary Monitoring Technology to demonstrate measurable savings and efficiency, directly addressing the needs of customers focused on reducing costs.
- Expand the market and product portfolio into industry groups with growth trends or those less affected by economic conditions to maintain revenue stability.
- Expand the base of customers with annual contracts and inventory stocking systems, such as spare parts for specific customer groups and bulk orders, to make it difficult for customers to switch to other suppliers.
- Implement Dynamic Pricing for IM products where prices fluctuate based on costs, adjusting prices according to purchase volume to incentivize bulk purchases and enable the company to achieve Economies of Scale.

**Risk 2 :** Limited opportunities to generate sales presentations, and project postponements.

• **Risk Characteristic**

Limited opportunities to generate sales presentations, and project postponements.

• **Risk Impact**

Sales missed the targets and expected revenue recognition was postponed, incurring additional costs due to delayed backlogs.

• **Risk Management Measures**

- Implement Dynamic Pricing for IM products subject to cost fluctuations, adjusting prices based on purchase volume to incentivize bulk buying and enable the company to achieve Economies of Scale.

- Develop a marketing plan utilizing Content Marketing across various platforms to reach customers, such as articles and video clips promoting Energy Efficiency.
- Improve sales team efficiency to generate more leads.
- Implement a Referral Program leveraging success cases from existing customers.
- Contracts should specify opportunity costs or storage fees if the customer delays the project beyond the stipulated timeframe.
- In the event of project delays, communicate with partners and customers to deliver work based on Milestones and collect progress payments, rather than waiting for project completion.

**Risk 3 :** Risk of inadequate proactive collaboration from suppliers.

• **Risk Characteristic**

Risk of inadequate proactive collaboration from suppliers.

• **Risk Impact**

Costs may increase due to urgent product requirements, leading to a loss of competitiveness. Furthermore, prolonged lead times can result in lost revenue opportunities and late delivery penalties, ultimately causing Gross Profit (GP) to fall short of targets.

• **Risk Management Measures**

- Develop a supplier performance improvement plan.
- Identify alternative (second-source) suppliers with interchangeable products to mitigate lead time risks.
- Manage Min/Max stock levels for fast-moving goods or products with exceptionally long lead times to serve as a buffer against supplier delays.
- Clearly communicate mutually beneficial "Win-Win" objectives.

**Strategic Plan 2 : Enhance the efficiency of processes and machinery while optimizing the cost structure to sustainably increase profit margins.**

Enhance operational capabilities, optimize the cost structure, and streamline management systems to maximize profit margins.

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

- Profitability & Efficiency

**Targets**

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	-16.38	3.15	5	5	5
Net Profit Growth (%) YoY Growth Rate	-41.67	12.30	10	10	10

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
<p>1. Reduce unnecessary costs without affecting quality or revenue, and improve quality to reduce hidden costs. 2. Select potential new distributors to increase bargaining power, reduce Supply Chain risks, and efficiently control raw material costs. 3. Utilize data systems and technology to support management decision-making to increase accuracy, speed, and effectiveness. 4. Adjust the prices of products in the innovative materials group to suit market prices in order to maintain competitiveness and increase profit margins. 5. Improve and develop machinery within the factory to increase production and system efficiency. 6. Modify the layout, production flow process, and machinery placement to increase efficiency in the working process and reduce non-value-added steps in production.</p>	<p>2026</p> <p>2027</p> <p>2028</p>	<ul style="list-style-type: none"> <li>• Utilize real-time dashboards to analyze customer behavior, sales, profit margins, and payment discipline, enabling the sales team to focus on customer groups that generate high-quality returns.</li> <li>• Utilize historical sales data to appropriately set Min-Max Stock levels, reduce non-moving inventory, and increase working capital efficiency.</li> <li>• Risk of foreign exchange rate fluctuations from global economic conditions reducing logistics costs by improving the Route Optimization system in product delivery and service teams to reduce fuel costs and travel time.</li> <li>• Closely monitor and manage risks from exchange rate fluctuations to protect profit margins and financial stability.</li> <li>• Adjust the prices of innovative material products to align with the added value and market conditions, and identify leakage points to reduce costs.</li> <li>• Install additional solar panels to support increased electricity consumption.</li> <li>• Improve procedures and workflows for greater efficiency.</li> <li>• Invest in installing and upgrading machinery to complete the enhancement of overall production system efficiency.</li> </ul> <ul style="list-style-type: none"> <li>• Utilize data obtained from systems/dashboards to negotiate prices and restructure stock.</li> <li>• Use sales data and demand trends to prepare purchase forecasts in advance to increase bargaining power with suppliers for Volume Pricing.</li> <li>• Select high-quality suppliers/contractors.</li> <li>• Closely monitor and manage exchange rate fluctuations to maintain cost stability and gross profit margin, helping to reduce hidden costs related to claims and reputation damage, and maintaining GP levels.</li> </ul> <ul style="list-style-type: none"> <li>• Elevate installation and service standards to reduce errors and rework, reducing hidden costs.</li> <li>• Continuously enhance knowledge and improve the work quality of employees.</li> <li>• Monitor and evaluate supplier performance to ensure quality.</li> <li>• Improve data quality and utilize new technologies to support accurate and efficient decision-making.</li> <li>• Manage exchange rate risks and increase internal management efficiency to achieve higher profits.</li> </ul>

## Risk Management

**Risk 1 :** Risk of foreign exchange rate fluctuations from the global economic situation.

- **Risk Characteristic**

Risk of foreign exchange rate fluctuations from the global economic situation.

- **Risk Impact**

Increased product costs due to exchange rate fluctuations, resulting in the inability to increase profits.

- **Risk Management Measures**

- Use risk management tools, monitor exchange rate situations, and plan for protection, such as purchasing Forward contracts (FWD) or utilizing Foreign Currency Deposit accounts (FCD).
- Incorporate a safety factor for exchange rates in quotations.
- During periods of high currency volatility, the quotation validity period should be shortened, for example, from 30 days to 7–15 days, to reduce risks from exchange rate fluctuations.

**Risk 2 :** Risk of rising raw material costs, causing suppliers to increase product prices.

- **Risk Characteristic**

Risk of rising raw material costs, causing suppliers to increase product prices.

- **Risk Impact**

Product costs will increase due to price adjustments, causing margins to decrease.

- **Risk Management Measures**

- Develop a procurement risk management plan to reduce the impact of volatile supply chain prices.
- Find second-source suppliers to serve as alternatives, increase sales opportunities, and reduce dependency on any single supplier.
- For large-scale project contracts, conditions for price adjustments based on raw material costs must be specified if they increase beyond a defined threshold.

**Risk 3 :** Risk of inability to reduce hidden costs (various penalties, cost of waste).

- **Risk Characteristic**

Risk of inability to reduce hidden costs (various penalties, cost of waste).

- **Risk Impact**

Resulting in hidden costs for the company, making it impossible to increase net profit as targeted.

- **Risk Management Measures**

Control the purchase volume of perishable products appropriately, monitor customer demand, and establish MIN-MAX levels.

**Risk 4 :** Risk of inaccurate or erroneous data used for analysis.

- **Risk Characteristic**

Risk of inaccurate or erroneous data used for analysis.

• **Risk Impact**

Leading to erroneous decision-making.

• **Risk Management Measures**

- Define Data Owners for data entry and usage.
- Implement a data validation system to ensure accuracy.

**Strategic Plan 3 : Expand the market with new technologies and create strategic partnerships to generate sustainable revenue.**

Focus on increasing competitiveness, sourcing new technologies to meet customer needs, and building partnerships to create long-term revenue growth opportunities.

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

- Profitability & Efficiency

**Targets**

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) <small>YoY Growth Rate</small>	-16.38	3.15	5	5	5
Net Profit Growth (%) <small>YoY Growth Rate</small>	-41.67	12.30	10	10	10

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
1. Explore new technologies, such as pump sensors or AI energy analysis systems, and review existing products to identify those that are obsolete or have low profit margins in order to select flagship products. 2. Source new products to handle increasing competition, focusing on products that meet ESG requirements for target customer groups. 3. Negotiate with key suppliers to upgrade their status to Strategic Partners to obtain lower costs and receive technical support before others. 4. Upgrade the sales team to become Solution Consultants who do not just sell products, but expertly sell value and savings, with clear expertise in the technologies used for competition. 5. Shift from one-time sales to long-term service contracts to generate recurring revenue.	2026	<ul style="list-style-type: none"> <li>• Select technologies &amp; negotiate with suppliers.</li> <li>• Build a specialized sales team with cross-selling capabilities.</li> <li>• Analyze collected data on pump performance and various factory systems from customers to proactively propose large-scale projects.</li> <li>• Penetrate customer groups with Net Zero policies and a demand for eco-friendly products. Maintain clarity in the technology used for competition, and secure better cost terms from suppliers to generate revenue from customers with Net Zero policies.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• Establish annual recurring contracts.</li> <li>• Create a superior differentiation over competitors who only sell products by offering integrated solutions. Generate consistent recurring revenue and increase customer switching costs, making it harder for them to move to competitors.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>• Expand the network of high-potential agents across multiple regions.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> <li>Elevate relationships with suppliers to Strategic Partners and collaborate proactively. To achieve revenue growth, increased market share, and efficient cost management.</li> </ul>

**Risk Management**

**Risk 1 :** Risk of new products and technologies failing to penetrate the market.

• **Risk Characteristic**

Risk of new products and technologies failing to penetrate the market.

• **Risk Impact**

Inability to generate new sales and having to rely solely on existing product groups, which may lead to business instability in the future.

• **Risk Management Measures**

- Analyze customer data and feedback to improve and develop products.
- Disseminate new product information to build customer understanding and trust.

**Risk 2 :** Risk of Partner Selection. - Failure to honor commitments. - Misalignment of partner goals, resulting in operational delays and poor quality.

• **Risk Characteristic**

Risk of Partner Selection.

- Failure to honor commitments.
- Misalignment of partner goals, resulting in operational delays and poor quality.

• **Risk Impact**

- Loss of built competitive advantage; trade secrets and customer databases may leak to partners who become competitors, resulting in loss of revenue and market share.
- If business goals are misaligned, cooperation will be delayed, projects may stall, and costs could increase, affecting overall revenue.

• **Risk Management Measures**

- Execute Non-Disclosure Agreements (NDAs).
- Create added value that suppliers cannot replicate, such as specialized installation and maintenance services for Key Accounts.
- Select partners with aligned visions, compatible products, and high working standards with clear systems.

**Risk 3 :** Risk of human resources and new skill sets: The existing sales team is accustomed to traditional product selling and may be unable to upgrade to Solution Consultants or ESG specialists in accordance with the strategic plan.

• **Risk Characteristic**

Risk of human resources and new skill sets: The existing sales team is accustomed to traditional product selling and may be unable to upgrade to Solution Consultants or ESG specialists in accordance with the strategic plan.

- **Risk Impact**

Failure of the market entry plan or target customer strategy may result in an inability to close sales and failure to meet revenue targets.

- **Risk Management Measures**

- Provide training sessions to equip employees with knowledge of new technologies.
  - Utilize a Technical Support team to assist in closing sales.
  - Leverage AI for data prospecting and sales closing.
-

## Section 2

### Governance Plan

## Section 2 Governance Plan

### Accountability and Transparency Governance

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

The company is committed to elevating anti-corruption measures to be an integral part of its sustainable organizational culture. We have established clear policies and guidelines covering directors, executives, and employees, as well as business partners and associates, to ensure transparent and fair business operations with due regard for all stakeholder groups. The company prioritizes communication and awareness-building through training, proactive engagement, and the integration of business ethics into operational processes and supplier selection. This is coupled with strengthening internal control and audit systems to ensure full accountability.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
<ul style="list-style-type: none"> <li>An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence</li> </ul>	Complete	-	-	-
<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>	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	Certified	Certified	Certified
Extending anti-corruption policies to business partners for a transparent supply chain.	-	In Progress	In Progress	Success
Driving transparent partner networks and elevating internal audit standards.	-	In Progress	In Progress	Success

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Immunity Building and Whistleblowing Channels Project.	2026	• Enhance the Whistleblowing Channel to be secure, confidential, and easily accessible.
	2027	• 100% of employees have passed the E-learning assessment on the No Gift Policy and Anti-Corruption Policy.
	2028	• Extending the communication of the Anti-Corruption Policy to business partners (suppliers) to foster a transparent supply chain.
CAC Readiness and Certification Project	2026	• Declaration of Intent to join the CAC and study of the 71-item Self-Evaluation Checklist.
	2027	• Submit the Self-Assessment Form and achieve CAC Certification.
	2028	• Acting as a Change Agent to invite business partners to join the initiative and auditing internal systems to maintain standards.

**Risk Management**

**Risk 1 :** Risk of failing to prepare documentation within the designated timeline.

• **Risk Characteristic**

Risk of delays or insufficient evidence in gathering reference documents to fulfill the 71-item Self-Evaluation Checklist.

• **Risk Impact**

Risk of failing to submit for certification within the 18-month timeframe following the Declaration of Intent, resulting in a mandatory restart of the entire process.

• **Risk Management Measures**

1. Appoint a dedicated CAC Working Team.
2. Develop a checklist and perform quarterly progress tracking.

**Risk 2 :** Operational risk of unintentional bribery or facilitation payments.

• **Risk Characteristic**

Customer entertainment or seasonal gift-giving that exceeds the specified value limit or lacks clear supporting documentation for reimbursement.

• **Risk Impact**

Violation of company policy and a potential material deficiency that could lead to CAC certification failure.

• **Risk Management Measures**

1. Elevating Disbursement Audits.
  - Mandate the Internal Audit department to perform spot checks on entertainment expenses, gifts, and donations/sponsorships at least every quarter, to verify that supporting documentation is correct and remains within the actual approved limits.
2. Third-Party Due Diligence System.

- Add procedures for screening the integrity of "agents, consultants, and business partners" prior to engagement or contract signing, to prevent the risk of third parties committing corruption on behalf of the company (which is a key requirement of the CAC).

### Enhancing whistleblowing mechanisms

The company develops a whistleblowing system for misconduct, ensuring it is secure, confidential, and easily accessible. This system provides an opportunity for both internal and external stakeholders, such as employees, business partners, customers, and the general public, to confidently report information or concerns regarding misconduct or ethical breaches. This is achieved by establishing a transparent and fair process for receiving, investigating, and reporting results, which also considers the rights of all parties, along with clear measures to protect whistleblowers.

#### Targets

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

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Strengthen a transparent, fair, and protective whistleblowing system.	2026	<ul style="list-style-type: none"> <li>• Review and revise the whistleblowing and whistleblower protection policy for clarity.</li> <li>• Provide diverse channels for reporting, such as email, website, or a physical drop box.</li> <li>• Communicate whistleblowing policies and procedures to directors, executives, employees, and relevant stakeholders.</li> <li>• Designate an agency or responsible party for independently receiving and investigating matters.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• Develop processes for receiving and investigating matters within the specified timeframe, and ensure systematic and verifiable</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2028	<p>reporting of results.</p> <ul style="list-style-type: none"> <li>• Strengthen protective measures for whistleblowers against harassment or retaliation</li> <li>• Monitor and periodically evaluate the effectiveness of the whistleblowing system.</li> <li>• Statistical report and overview of anonymous whistleblowing to the committee</li> <li>• Review and enhance the whistleblowing system to align with best practices and international standards.</li> <li>• Promote an open organizational culture that does not tolerate misconduct.</li> <li>• Linking the whistleblowing system with risk management and anti-corruption</li> <li>• Disclose policy and performance information regarding whistleblowing to stakeholders as appropriate.</li> </ul>
2. Expedite complaint handling.	2026	<ul style="list-style-type: none"> <li>• Standardizing Timelines and Proactive Communication: Focus on developing clear operational timeline manuals for each step, by improving operational timeframes to be more concise and agile. Additionally, establish a system for continuous, up-to-date complaint status reporting to ensure relevant parties are informed of progress and can jointly manage delays to return to the defined timeline immediately.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• Enhancing the efficiency of screening and reporting results: focusing on improving the criteria for categorizing complaints to be clear from the outset, to enable relevant parties to investigate without redundant interpretation, as well as streamlining the data summary format, which will allow the Audit Committee and the Executive Board to consider, decide, and endorse the results more quickly.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>• Proactive management to reduce overall duration: Focus on utilizing a fast-track system for complaints that already have established solutions or are not complex, to complete the process within a short timeframe. Additionally, lessons learned from past cases are used to develop preventive measures to reduce the recurrence of similar issues, which will alleviate the burden of investigation and sustainably expedite the overall complaint management process.</li> </ul>

## Risk Management

**Risk 1 :** Risk of lack of confidence in whistleblowing

- **Risk Characteristic**

It is a risk that stakeholders are reluctant to report information due to concerns regarding confidentiality, security, or retaliation.

- **Risk Impact**

Misconduct may not be detected or rectified promptly, affecting transparency and the organization's image.

- **Risk Management Measures**

Clearly define measures to protect whistleblowers, communicate confidentiality, and establish an independent reporting process.

**Risk 2 :** Risk of unfair or non-transparent audit processes

- **Risk Characteristic**

It is a risk that the process of receiving and verifying may be delayed, lack independence, or lack clarity.

- **Risk Impact**

affect the confidence of stakeholders and increase the risk of corruption

- **Risk Management Measures**

Define clear inspection procedures and timelines, separate the roles of the recipient and the inspector, and report the results to the committee.

### Enhancing the prevention of insider information

Focus on reviewing internal data usage policies to align with current regulations and enhance supervisory measures through stringent operational processes (Operational Control), with an emphasis on compiling accurate insider lists (Insider List) and communicating written confirmations of acknowledgment for the blackout period (Blackout Period) to foster individual awareness and effectively prevent risks arising from unintentional misconduct.

## Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	Complete	-	-	-
• A Board-approved written policy on insider information prevention has been clearly defined and implemented	Complete	-	-	-
• A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	Complete	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> <li>The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence</li> </ul>	Complete	-	-	-
Targeted personnel sign acknowledgement of policy / trading blackout period	-	Completed	Completed	Completed

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Policy Improvement and Governance Strengthening Project	2026	<ul style="list-style-type: none"> <li>A revised version of the insider trading policy has been approved by the Board of Directors and fully communicated to employees.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Conducted training sessions to ensure understanding of new policies for executives and high-risk personnel, achieving a 100% pass rate in assessments.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Expand the scope of applicability and operational guidelines to subsidiaries or partners who may access sensitive information.</li> </ul>
Project for Strict Measures during Trading Blackout Period and Data Registration	2026	<ul style="list-style-type: none"> <li>Compile an "Insider List" in a restricted-access file format, and update the information quarterly.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Directors and executives acknowledged receipt via email or signed to confirm understanding of the Silent Period conditions every quarter, with 100% completion.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>A Post-Trade Review report is submitted by the Company Secretary to the Audit Committee annually.</li> </ul>

### Risk Management

**Risk 1 :** Risk of policies not covering the current context

- **Risk Characteristic**

Original policies may not have provisions covering digital assets or new communication channels, leading to gaps in interpretation.

- **Risk Impact**

The enforcement of penalties is ineffective or conflicts with new laws.

- **Risk Management Measures**

Stipulate an annual policy review

**Risk 2 :** Risk from uninformed securities trading

- **Risk Characteristic**

Personnel inadvertently traded shares during the prohibited trading period (Blackout Period) due to forgetting the date or not understanding the regulations.

- **Risk Impact**

Legal penalties and the company's reputation

- **Risk Management Measures**

1. Email notification: The company secretary sends an email notification for the Blackout Period 30 days in advance and requests recipients to "Reply Back" to confirm acknowledgment.
  2. Parallel system: requiring executives to report changes in securities holdings to the company secretary "before" or "immediately" upon reporting to the SEC, so that the secretary can assist in verifying accuracy once more.
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## Section 3

# Climate Action Plan

## Section 3 Climate Action Plan

### Greenhouse gas inventory (GHG) plan

The company has established an operational plan to systematically enhance greenhouse gas management, focusing on the accuracy and comprehensiveness of data in accordance with international standards.

#### Targets

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

#### Strategic Initiative

Focus on the preparation of CFO accounting, covering Scope 1, 2, and commencing Scope 3 in 2026, along with external verification. This involves designating Data Owners to ensure data accuracy and instilling ESG DNA in employees at all levels for sustainability.

Strategic Initiative	Year	Expected Outcomes
Greenhouse gas inventory preparation, GHG emissions reporting, and verification (Scope 1 and 2), and verification.	2026	<ul style="list-style-type: none"> <li>Prepare a greenhouse gas inventory (Carbon Footprint for Organization) fully covering Scope 1 and 2, and begin collecting significant Scope 3 data.</li> <li>External verification</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Reduce database errors in greenhouse gas accounting.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Integrate climate change issues into corporate strategy</li> </ul>
Clearly defined duties and responsibilities, and oversight.	2026	<ul style="list-style-type: none"> <li>Appointment of personnel and definition of roles and responsibilities for Data Owners across various departments in data collection, verification, and management, with a clear process flowchart illustrating lines of accountability.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Review and update information if there are material changes.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Review and update information if there are material changes.</li> </ul>
Employees at all levels within the company prioritize and recognize the significant impacts of climate change.	2026	<ul style="list-style-type: none"> <li>Educate employees to ensure understanding and participation in driving change.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Employees prioritize supporting the reduction of greenhouse gas emissions.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Instill ESG DNA awareness among employees at all levels.</li> </ul>

**Risk Management**

**Risk 1** : Risk of inaccurate recording and disclosure of information

- **Risk Characteristic**

Risk of inaccurate data recording and dissemination

- **Risk Impact**

Lack of credibility

- **Risk Management Measures**

Utilize a standardized platform for recording, and conduct verification through an external organization to ensure accuracy.

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