



JUMP+ Plan




SMOTHONG GROUP PUBLIC COMPANY LIMITED

(SMO)

Year 2026 - 2028

This report was approved by the board of directors on 26/02/2026
and disseminated on 31/03/2026



Disclaimer

This document has been prepared by SMOTHONG GROUP PUBLIC COMPANY LIMITED ("SMO") based on information, assumptions, and projections of the Company as of the document preparation date. All plans, projects, proposals, opinions, forecasts, projections, or statements contained herein are provided solely for disclosure to interested parties.

The Company reserves the right to amend, modify, or update any project plans, including targets of the plans or projects described in this document at its sole discretion. The Company makes no representation or warranty regarding the accuracy, completeness, or validity of information contained herein, nor does it guarantee that the plans or projects outlined herein will successfully deliver outcomes according to the established targets or estimated timelines. All proposals, opinions, forecasts, projections, and forward-looking statements specified herein reflect the Company's views as of the document preparation date which are subject to risks and uncertainties and may change in the future according to changing economic conditions, competition, business-related factors, or any other factors. The Company assumes no obligation to update or revise such information or statements, except where the Company's Board of Directors approves any revisions to plans, targets, or other information that require the Company to disclose such changes through the system provided by The Stock Exchange of Thailand ("SET").

This document is intended only for disclosure to investors and related parties in general without the intent to solicit, recommend, induce, or offer opinions on investments in securities issued by the Company, nor shall it be construed as investment advice, an offer to buy or sell, or a solicitation for offers to buy or sell securities, or an inducement to engage in any transactions related to securities issued by the Company, particularly in any countries or special administrative regions where such acts may violate their applicable laws. No part of this document should be relied upon as a determining factor in making any decisions concerning the execution of contracts, agreements, or investments whatsoever. The Company and its directors, executives, and employees shall not be liable for any losses or damages, whether direct, indirect, compensatory, or consequential (including but not limited to loss of profits), arising from the use of or reliance on information contained herein, or from any variance between actual outcomes and the Company's forecasts or projections.

Investors are advised to exercise careful judgement and discretion in making investment decisions and to regularly review the Company's public disclosures such as information releases on material events, financial statements, Form 56-1 One Report, to support their prudent investment decisions with appropriate due diligence.

The role of The Stock Exchange of Thailand ("SET") is solely to initiate and facilitate the JUMP+ program which is intended to enable the growth and enhance the attractiveness of participating listed companies. SET does not participate or engage in the identification of the targets, forecasts, projections, and expected outcomes contained herein, nor does SET endorse the validity, accuracy, feasibility, and reasonableness thereof. The decision to rely on such information solely depends on the judgment and at the discretion of investors and related parties. SET and its directors, executives, and employees shall not be liable for any losses or damages, whether direct, indirect, compensatory, or consequential (including but not limited to loss of profits), arising from the use of or reliance on information contained herein, or from any variance between actual outcomes and the Company's forecasts or projections.

Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Strategic Plan 1 : Plan to drive revenue growth through production capacity expansion, product value enhancement, alongside customer base expansion and new market penetration.	3
Strategic Plan 2 : Enhancing competitive capability through organizational development towards data and AI-driven operations.	6
Strategic Plan 3 : Management of capital structure consistent with business operational plans, controlling debt levels to a level commensurate with the company's potential, and enhancing the company's credibility.	9
Section 2 Governance Plan	12
Enhancing anti-corruption and fraud prevention efforts	13
Enhancing whistleblowing mechanisms	16
Enhancing governance of information security	20
Section 3 Climate Action Plan	22
Greenhouse gas inventory (GHG) plan	23
Decarbonization	24

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

Business Type

The company operates business in the production and distribution of crude palm oil and related products, and the production and distribution of electricity from biogas fuel.

Financial Statement				
Year	2025	2024	-	-
Income Statement (MB)				
Revenues	9,936.28	6,263.39	N/A	N/A
Expenses	9,212.19	5,922.50	N/A	N/A
Net Profit	678.92	259.64	N/A	N/A
Balance Sheet (MB)				
Assets	4,512.89	3,501.91	N/A	N/A
Liabilities	1,447.65	2,012.81	N/A	N/A
Shareholders' Equity	3,017.78	1,441.61	N/A	N/A
Cash Flow (MB)				
Operating	616.43	250.86	N/A	N/A
Investing	-465.19	-415.23	N/A	N/A
Financing	224.35	-44.34	N/A	N/A
Financial Ratio				
EPS (Baht)	0.94	37.72	N/A	N/A
GP Margin (%)	10.79	9.86	N/A	N/A
NP Margin (%)	6.83	4.15	N/A	N/A
D/E Ratio (Times)	0.47	1.35	N/A	N/A
ROE (%)	30.45	18.01	N/A	N/A
ROA (%)	19.00	9.95	N/A	N/A

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	850.00 million Baht
------------	----------------------------

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

1. Strategic Plan 1 : Plan to drive revenue growth through production capacity expansion, product value enhancement, alongside customer base expansion and new market penetration.



2. Strategic Plan 2 : Enhancing competitive capability through organizational development towards data and AI-driven operations.



3. Strategic Plan 3 : Management of capital structure consistent with business operational plans, controlling debt levels to a level commensurate with the company's potential, and enhancing the company's credibility.



Governance Plan

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

Climate Action Plan

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

Remark : This document has been prepared by the listed company for the purpose of disseminating corporate information to investors solely for their investment decision-making. The listed company does not provide any investment advice or recommendations regarding its securities. Investors are advised to conduct further research and consult with qualified professionals before making any investment decisions. The listed company shall not be held liable for any damages or losses arising from the use of information contained in this document under any circumstances. The listed company reserves the right to amend the information presented herein without prior notice. Reproduction, modification, or dissemination of this document or any part thereof is prohibited unless prior permission has been obtained from the listed company. For additional information, investors may refer to the reports or disclosures made available through the Office of the Securities and Exchange Commission and/or the Stock Exchange of Thailand.

Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Net Profit (million Baht)	218.78	259.62	678.89	850.00

The Company aims to achieve net profit growth through initiatives across all dimensions, as follows:

1. Growth Dimension: The Group aims to increase sales by expanding production capacity in the crude palm oil mill business, which is its core expertise. This is coupled with research and development of innovations to create added value from primary and by-products. Furthermore, it seeks to expand export markets to new customers in existing partner countries and broaden its customer base to new markets with high demand for crude palm oil.
2. Profitability & Efficiency Dimension: The Group aims to enhance its competitiveness both domestically and internationally by developing the organization into a Data- and AI-Driven Organization to increase operational efficiency, reduce production costs, improve the accuracy of crude palm oil production and sales planning, as well as effectively manage assets and resources.
3. Financial Stability Dimension: The Group aims to build long-term financial security and stability by efficiently managing its capital structure, controlling debt levels within appropriate limits, and enhancing the Group's financial credibility.

Growth plan/Increase business value

Strategic Plan 1 : Plan to drive revenue growth through production capacity expansion, product value enhancement, alongside customer base expansion and new market penetration.

The Group aims to increase sales by expanding production capacity in the crude palm oil extraction business, which is its core business and area of expertise. This is coupled with research and development of innovations to create added value from primary products and by-products. Furthermore, the Group seeks to expand export markets to new customers in existing trading partner countries and broaden its customer base into new markets with high demand for crude palm oil.

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

- Growth

Targets

Revenue growth rate (%) reflects business expansion through an increase in revenue compared to the previous period. This can be used as a key indicator to assess a company's growth potential and its ability to expand its market. Generally, a high revenue growth rate reflects a business's strong revenue generation capability and future growth prospects.

• Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	-	58.64	14	4	19

Strategic Initiative

Key initiatives to drive revenue growth (%) include expanding the production capacity of crude palm oil extraction plants, increasing the value of main products and by-products, expanding the customer base in existing partner countries, and opening new markets for bioenergy customers in European and East Asian countries.

Strategic Initiative	Year	Expected Outcomes
Expansion of crude palm oil mill production capacity	2026	<ul style="list-style-type: none"> The palm oil extraction plant in Nong Rong Subdistrict, Nong Khae District, Saraburi Province, expanded its installed production capacity to 45 tons of fresh palm fruit per hour, commencing production in Q1 2026. The palm oil extraction plant in Khlong Cha-un Subdistrict, Phanom District, Surat Thani Province, expanded its installed production capacity to 150 tons of fresh palm fruit per hour, commencing operation in Q2/2026.
	2028	<ul style="list-style-type: none"> The palm oil extraction plant in Thung Takrai Subdistrict, Thung Tako District, Chumphon Province, expanded its installed production capacity to 75 tons of fresh palm fruit per hour, commencing operation in Q1/2028. Palm oil extraction plant, Phra Phrom Branch, Phra Phrom District, Nakhon Si Thammarat Province, with an installed production capacity of 75/90 tons of fresh fruit bunches per hour, commenced commercial operation in Q2/2028.
Value Addition to Main Products and By-products	2026	<ul style="list-style-type: none"> Conduct research and development for value addition to core products with Walailak University.
	2027	<ul style="list-style-type: none"> Product prototype that meets standard criteria
Expansion of the customer base in existing partner countries and the opening of new markets for bioenergy customers in European and East Asian countries.	2026	<ul style="list-style-type: none"> Expansion of new customer base in key export countries Process for obtaining International Sustainability & Carbon Certification (ISCC) and Green Gold Label (GGL).
	2027	<ul style="list-style-type: none"> Obtaining Green Gold Label (GGL) Certification
	2028	<ul style="list-style-type: none"> Obtaining International Sustainability & Carbon Certification (ISCC) New market development for bioenergy, including both primary products and by-products, in European and East Asian countries.

Risk Management

Risk 1 : The palm oil extraction plant capacity expansion project did not proceed as planned.

- **Risk Characteristic**

Operational Risk: The permitting process, construction, and machine installation may not proceed as planned, and project costs may exceed estimates.

- **Risk Impact**

The palm oil mill was unable to commence production as scheduled, impacting the project's return rate. This resulted in the group of companies losing revenue opportunities and affecting growth plans. Furthermore, from an investor's perspective, it could impact share value, as the expected cash flow did not align with the planned schedule.

- **Risk Management Measures**

Risk management measures through mitigation are as follows:

1. Develop a clear project plan and define objectives.
2. Process licenses and legal requirements in advance.
3. Select and manage specialized contractors.
4. Control the budget and closely monitor project progress.

Risk 2 : The palm oil mill is unable to utilize its full production capacity after commencing operations.

- **Risk Characteristic**

Operational Risk: Insufficient raw material supply for production, discontinuous machinery or production systems, inefficient production and maintenance management, as well as environmental and community restrictions.

- **Risk Impact**

Unit costs increase, production efficiency decreases, revenue and profit targets are not met, and business continuity may be affected.

- **Risk Management Measures**

Risk management measures through risk mitigation (Mitigate) as follows:

1. Plan raw material procurement by building good relationships with farmer groups and collection points.
2. Develop preventive maintenance plans and control the operational efficiency of machinery.
3. Use information systems for production planning, monitoring, and reporting production results.
4. Build good relationships with the community.
5. Manage environmental matters in accordance with standards and/or legal requirements.

Risk 3 : Research and development for product value enhancement could not be developed into a prototype as planned.

- **Risk Characteristic**

Operational Risk: Research and development operations aimed at enhancing product value may not achieve the intended objectives, or the prototype product may fail to meet the specified standard criteria, thereby preventing its further development for commercial production.

- **Risk Impact**

Unable to generate added value from core products and by-products as planned, resulting in a loss of opportunities to increase revenue.

- **Risk Management Measures**

Risk management measures by mitigating risks (Mitigate) as follows:

1. Define clear research scope and objectives.
2. Jointly define work plans closely with academic institutions and continuously monitor project progress.
3. Define evaluation criteria and commercialization guidelines in advance.

Risk 4 : Customer base expansion and the opening of international bioenergy markets did not proceed as planned.

- **Risk Characteristic**

Legal Risk (Compliance Risk) and Strategic Risk: The application for sustainability standard certifications (e.g., ISCC and GGL) may be delayed or fail to meet the specified criteria, including regulatory restrictions of destination countries, changing market demands, and the ability to access new customers in European and East Asian markets.

- **Risk Impact**

Unable to expand export markets and increase the customer base as targeted, resulting in a reduction in opportunities for revenue growth and the expansion of the bioenergy business, and also impacting the organization's sustainability image.

- **Risk Management Measures**

Risk management measures through mitigation, as follows:

1. Plan and prepare for standard certification in advance, while closely monitoring progress.
2. Study the regulations and requirements of target countries, and prepare accurate and complete documentation.
3. Establish collaborations with business partners and customers in target markets.
4. Continuously monitor market trends and customer demands.
5. Develop products in accordance with the standards and demands of the bioenergy market.

Strategic Plan 2 : Enhancing competitive capability through organizational development towards data and AI-driven operations.

Dimension of Profitability and Operational Efficiency (Profitability & Efficiency): The Group aims to enhance its competitive capabilities both domestically and internationally by developing the organization into a Data- and AI-Driven Organization to increase operational efficiency, reduce production costs, enhance accuracy in planning the production and sale of crude palm oil, as well as effectively manage assets and resources.

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

- Profitability & Efficiency

Targets

Net profit margin (%) measures an organization's profitability after deducting the cost of goods sold, operating expenses, financial expenses, and all taxes. It indicates the business's potential to efficiently convert sales revenue into "final profit" after deducting the cost of goods sold, operating expenses, interest, and taxes.

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Net Profit Margin (%)	4.15	6.83	5	6	6

Strategic Initiative

Key initiatives to drive net profit margin (%) include developing the organization into a Data and AI-Driven Organization through the development of an Enterprise Resource Planning (ERP) system and the application of artificial intelligence in operational processes to enhance operational efficiency, reduce production costs, and increase accuracy in production and sales planning, coupled with effective asset and resource management.

Strategic Initiative	Year	Expected Outcomes
Development of Enterprise Resource Planning (ERP) System	2026	<ul style="list-style-type: none"> Engaging a system developer, which involves collecting information on operational processes and user requirements from each department to design a system capable of efficiently integrating data from all units into a single platform, in adherence to sound internal control principles, and subsequently selecting the system developer.
	2027	<ul style="list-style-type: none"> Develop, implement, and utilize an Enterprise Resource Planning (ERP) system to enhance operational efficiency, enabling real-time data utilization for management and improving decision-making accuracy. This is coupled with strengthening data security, transparency, and auditability, as well as reducing risks from errors or fraud, to support sustainable business growth.
The use of Artificial Intelligence in enhancing the accuracy of prediction, assessment, and detection.	2026	<ul style="list-style-type: none"> Development of a Crude Palm Oil (CPO) Price Forecasting System Development of an Artificial Intelligence system for the assessment and prediction of oil palm fresh fruit bunch yield from photographs Development of an Artificial Intelligence-based system for detecting and analyzing employee operational time in the production line.
	2027	<ul style="list-style-type: none"> Crude Palm Oil (CPO) Price Forecasting System Artificial Intelligence System for Evaluating and Predicting Oil Palm Fresh Fruit Bunch Yield from Photographs Artificial Intelligence-based System for Detecting and Analyzing Employee Operational Time in Production Lines
Effective Asset and Resource Management Plan	2026	<ul style="list-style-type: none"> Sale of unused or non-revenue generating assets

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> Review the capital expenditure plan to reduce unnecessary investments.

Risk Management

Risk 1 : The development and implementation of the ERP system did not proceed as planned.

• Risk Characteristic

Operational Risk: ERP development and implementation projects may encounter issues such as delays, system design not aligning with actual operational processes, incomplete data integration between departments, or inaccurate data quality. Furthermore, access control and the definition of internal control processes within the system may be insufficient, resulting in an inability to effectively utilize data for real-time management.

• Risk Impact

1. Inability to fully utilize the system, data inaccuracies, impacting the precision of management's decisions.
2. Internal control risks, such as unauthorized data access

• Risk Management Measures

Risk management measures by mitigating risks as follows:

1. Prepare a project plan and clearly define the scope of work, along with assigned responsibilities for each section.
2. Analyze and design work processes to align with the system before development.
3. Define data standards and verify data accuracy before system input.
4. Define data access rights according to job responsibilities and ensure appropriate review.
5. Test the system and internal controls before actual use.
6. Provide user training and prepare comprehensive system user manuals.
7. Monitor project progress and report to management regularly.

Risk 2 : The risk that artificial intelligence systems, when developed and utilized, may not achieve the expected accuracy and effectiveness.

• Risk Characteristic

Operational Risk: The development of artificial intelligence models for CPO price forecasting, yield assessment from photographs, and operational time analysis may encounter limitations concerning data quality, data completeness, or model suitability. This could lead to inaccurate results, inconsistency with real-world scenarios, or an inability to be effectively utilized for decision-making.

• Risk Impact

1. Inaccurate price or production forecasts impact production planning, procurement, and sales.
2. Executive decisions are inaccurate due to imprecise data, failing to improve operational efficiency or reduce costs as targeted.
3. Technology investments do not yield expected returns, users lack confidence in the system, and it is not practically implemented.

• Risk Management Measures

Risk management measures by mitigating risks, as follows:

1. Establish data management standards to ensure accuracy, completeness, and currency, along with designing and developing models by experts and reviewing the appropriateness of the models.

2. Regularly test and monitor the accuracy of the model by comparing it with actual data, and continuously improve the model to align with changing data and situations.
3. Develop guidelines for usage and interpretation of results, provide user training, and monitor usage, with regular reporting to management.

Risk 3 : Risk from inappropriate asset management and investment decisions

• **Risk Characteristic**

Financial Risk: The disposal of non-performing assets or the review of investment plans may be carried out using incomplete information, or an inappropriate assessment of asset value and potential, or the cancellation/delay of investments that could generate future returns, as well as risks arising from investment planning that is not aligned with the organizational strategy.

• **Risk Impact**

1. Loss of opportunities to generate revenue or long-term returns
2. Receiving proceeds from asset sales below appropriate value, impacting cash flow and operational performance
3. Inappropriate asset structure, affecting operational efficiency and stakeholder confidence

• **Risk Management Measures**

Risk management measures by mitigating risks as follows:

1. Establish systematic criteria and processes for asset valuation, and consider alternatives before disposal.
2. Analyze investment viability and strategic alignment before making decisions to invest in or dispose of assets.
3. Arrange for review, approval, and performance monitoring, with regular reporting to management.

Strategic Plan 3 : Management of capital structure consistent with business operational plans, controlling debt levels to a level commensurate with the company's potential, and enhancing the company's credibility.

Financial Stability Dimension: The Group aims to build long-term financial security and stability by efficiently managing its capital structure, controlling debt levels within appropriate limits, and enhancing the Group's financial credibility.

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

- Stability

Targets

The Debt-to-Equity Ratio (D/E) reflects the balance between the company's owner's equity and borrowed capital. This ratio helps assess the organization's financial structure. If the D/E is at an appropriate level, it indicates that the company can utilize loans to expand its business without incurring excessive risk. Conversely, if the D/E value is too high, it may suggest an over-reliance on debt, which could impact interest burdens and overall financial stability. The Group maintains its D/E ratio in alignment with its investment plans.

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
D/E Ratio (TIMES)	1.35	0.47	1	1.25	1.25

Strategic Initiative

Key initiatives for establishing financial stability to foster sustainable growth include a plan to control debt levels appropriate to the company's potential and a plan to enhance the credibility of the group of companies.

Strategic Initiative	Year	Expected Outcomes
Maintaining debt levels appropriate to the enterprise's potential.	2026	• The financial cost to revenue ratio decreased, enhancing profitability without impacting the group's investment plans.
Enhancing the Credibility of the Corporate Group	2026	• Conduct a study on the credit rating process and select suitable companies for credit rating to perform corporate credit ratings.
	2027	• Obtaining credit ratings from leading institutions has garnered confidence from banks and investors, facilitating easier access to funding sources and resulting in lower financial costs.

Risk Management

Risk 1 : Risk from inappropriate capital structure and debt level management.

• **Risk Characteristic**

Financial Risk: Controlling debt levels to reduce financial costs may not align with the company's investment plans or cash flow. For instance, reducing debt excessively could lead to a lack of liquidity for investment, or maintaining excessively high debt levels could result in increased interest burdens and impact debt repayment capability, as well as risks from interest rate fluctuations.

• **Risk Impact**

1. Higher financial cost-to-revenue ratio, affecting profitability
2. Liquidity constraints, impacting operations and investment plans
3. Risk of inability to comply with financial covenants

• **Risk Management Measures**

Risk management measures by mitigating risks as follows:

1. Develop a capital structure management plan consistent with the business plan and cash flow.
2. Determine appropriate debt levels and monitor financial ratios regularly.
3. Appropriately manage financial costs and interest rate risks.
4. Continuously report financial status and risks to management.

Risk 2 : Risk of not obtaining a credit rating within the stipulated timeframe and/or receiving a rating lower than the Group's expectations.

• **Risk Characteristic**

Financial Risk: The credit rating process may be affected by factors related to financial position, capital structure, operating performance, earnings quality, internal control systems, and corporate governance, which may not meet the criteria of rating agencies, including the unavailability of data and documents used for evaluation.

- **Risk Impact**

1. Unable to access funding sources as planned, or there are limitations in fundraising.
2. Financial costs did not decrease as anticipated.
3. Affects the confidence of banks, investors, and stakeholders.

- **Risk Management Measures**

Risk management measures by mitigating risks (Mitigate) as follows:

1. Prepare data and documents, and disclose information completely, accurately, and transparently.
 2. Improve capital structure, operational performance, and internal control systems to comply with rating criteria.
 3. Coordinate and closely monitor operations with rating agencies, and report progress to management.
-

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company has established a strategic plan to systematically enhance its anti-corruption efforts to prevent and mitigate risks arising from fraud and corruption. The Company maintains clear policies and guidelines, coupled with appropriate internal control and risk management systems, which are audited by internal auditors from external agencies. Furthermore, the Board of Directors continuously oversees, monitors, evaluates, and reviews these policies at least once a year to ensure their continued appropriateness and effectiveness in preventing fraud and corruption. Concurrently, the Company promotes an organizational culture among its personnel that upholds integrity, transparency, and accountability, in accordance with good corporate governance principles. It also elevates its anti-corruption standards by participating in the Private Sector Collective Action Coalition Against Corruption (CAC) to build long-term confidence among stakeholders and foster sustainable growth.

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"> 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 	Complete	-	-	-
<ul style="list-style-type: none"> 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 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	In the process of applying for certification.	Certified	Certified
Require critical Tier 1 partners directly doing business with the Group, with contracts effective from 2026 onwards, to sign an acknowledgment of the anti-corruption policy, as well as to monitor and evaluate their compliance with the policy.	-	In progress	In progress	Completed

Topic	Current Status	Targets		
		2026	2027	2028
Annual and continuous review and monitoring of anti-corruption policies and practices.	-	-	-	Completed

Strategic Initiative

The Company and its subsidiaries have established key strategic initiatives to enhance anti-corruption efforts, including: 1) obtaining CAC certification from the Thai Institute of Directors Association (Thai IOD); 2) requiring critical Tier 1 business partners who directly conduct business with the Group and have contracts from 2026 onwards to sign an acknowledgment of the anti-corruption policy, as well as monitoring and evaluating their compliance with the policy; and 3) continuously reviewing and monitoring anti-corruption policies and practices annually.

Strategic Initiative	Year	Expected Outcomes
CAC Certification from the Thai Institute of Directors Association (Thai IOD)	2026	<ul style="list-style-type: none"> The company has fully completed the self-assessment, with supporting documents for every item. The Audit Committee reviews and certifies the information, with signatures from the Chairman of the Audit Committee, and jointly signed by the Chairman of the Board and the Chief Executive Officer. The company has successfully submitted the certification application online, along with reference documents and the approval form for self-assessment submission.
	2027	<ul style="list-style-type: none"> The company received CAC certification from the Thai Institute of Directors Association (Thai IOD).
2) Starting from 2026, critical Tier 1 partners directly engaged with the group of companies shall be required to sign an acknowledgment of the anti-corruption policy, and their compliance with this policy will be monitored and evaluated.	2026	<ul style="list-style-type: none"> Starting from 2026 onwards, the Company and its subsidiaries shall communicate the anti-corruption policy of Samor Thong Group Public Company Limited to critical direct business partners (Critical Tier 1) for their acknowledgment and compliance.
	2027	<ul style="list-style-type: none"> Internal auditors monitor and evaluate compliance with partner policies to confirm that partners have anti-corruption policies and practices in accordance with the criteria set by the company at least once a year.
3) Continuous annual review and monitoring of anti-corruption policies and practices.	2026	<ul style="list-style-type: none"> The company has established an enterprise-level corruption and fraud risk register, a practice previously limited to the departmental level. Instruct the internal auditor to prepare a separate audit report on fraud and corruption, distinct from its previous inclusion in reports related to good corporate governance. This report shall cover high-risk processes such as procurement, human resources, logistics, manufacturing, and sales and marketing. Summary of the fraud and corruption report, submitted annually to the Audit Committee.

Risk Management

Risk 1 : Documentation and compliance with organizational policies are not consistent with CAC criteria.

- **Risk Characteristic**

1. The preparation of the self-assessment form regarding CAC anti-corruption measures and supporting documents is incomplete, inaccurate, or not in accordance with CAC criteria.
2. Actual operations within the organization may not yet be consistent with the anti-corruption policy.

- **Risk Impact**

Failed to obtain CAC certification as planned, requiring correction and resubmission. This resulted in delays and affected the governance image and stakeholder confidence.

- **Risk Management Measures**

1. Compare the differences between the CAC self-assessment form and the organization's current policies, practices, and supporting documents.
2. Revise policies and practices to align with CAC criteria and assign responsible persons for each item.
3. Implement multi-level reviews and preliminary assessments before submitting for certification.
4. Organize training and communicate the anti-corruption policy to ensure operations comply with the established policy and documents.
5. Systematically prepare and store reference documents to support audits and demonstrate compliance with relevant criteria.

Risk 2 : The certification and approval process did not comply with the specified timeframe.

- **Risk Characteristic**

Review and approval from the committee, or the submission of documents through the system, may be delayed or incomplete, including errors in data submission.

- **Risk Impact**

Failure to submit the certification application as scheduled has led to a delay in obtaining certification and affected the organization's objectives.

- **Risk Management Measures**

1. Develop an operational plan by clearly defining objectives, timelines, and responsible parties, along with planning meetings and approvals in advance.
2. Prepare a checklist for document submission and clearly assign responsibility for submitting certification requests through the system.
3. Monitor operational progress and report to executives regularly.

Risk 3 : Business partners fail to comply with the anti-corruption policy.

- **Risk Characteristic**

Critical Tier 1 partners may or may not have clear anti-corruption policies, but these are not effectively implemented.

Furthermore, the monitoring and evaluation by the group of companies may not be comprehensive or consistently followed up.

- **Risk Impact**

The company may face risks of involvement in corruption or bribery through its business partners, resulting in legal risks, impacting the organization's reputation and credibility, and potentially failing to comply with CAC criteria and corporate governance principles.

- **Risk Management Measures**

1. Critical Tier 1 partners are required to acknowledge and comply with the Business Code of Conduct and the Anti-Corruption Policy. This can be stipulated in contracts or other documents related to the procurement process.
2. Establish a process for regularly monitoring and evaluating partners' compliance with policies.
3. Provide whistleblowing channels that cover partners, along with clearly defined measures to be taken upon discovery of misconduct.

Risk 4 : The review and monitoring of the anti-bribery and corruption policy is inadequate or inconsistent.

- **Risk Characteristic**

The preparation of risk registers, auditing, and reporting on corruption and bribery may not cover all high-risk processes or may be conducted inconsistently. Furthermore, follow-up and the utilization of audit results for improvement may not be systematic.

- **Risk Impact**

Inability to effectively identify and manage corruption risks may lead to undetected corruption, impacting the organization's performance, reputation, and credibility, and potentially failing to comply with good governance principles and CAC criteria.

- **Risk Management Measures**

1. Prepare and review the organizational anti-corruption and bribery risk register at least once a year, covering all processes with identified risks.
2. Mandate the Internal Audit Department to prepare specific audit plans and reports on anti-corruption and bribery, separate from other assignments.
3. Ensure regular reviews and reporting of results to the Audit Committee.
4. Mandate follow-up on improvement and corrective actions, and utilize them to enhance policies and processes.

Attachments

URL Link to the Document : <https://www.smothongroup.com/th/ir/corporate-governance-policy>



Enhancing whistleblowing mechanisms

The company has established a strategic plan to enhance its whistleblowing system for misconduct, aiming to elevate the complaint and whistleblowing reception system to be efficient, transparent, and reliable. This is based on principles of trust and impartial fairness, achieved through the development of accessible and secure channels for receiving complaints and/or suggestions from stakeholders. The plan also includes appointing independent and credible individuals responsible, as well as developing systematic processes for receiving, investigating, and considering matters within an appropriate timeframe. Furthermore, measures for whistleblower protection, disciplinary actions, and reporting investigation results of complaints to relevant parties have been

established. The company regularly reviews and updates its policies at least once a year to align with current situations and continuously enhance the effectiveness of preventing and managing corruption, as well as addressing complaints from stakeholders.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	Complete	-	-	-
<ul style="list-style-type: none"> The company has established a formal, written whistleblowing policy and procedures, which have been approved by the Board of Directors 	Complete	-	-	-
<ul style="list-style-type: none"> Appointment of an impartial recipient for whistleblowing reports. 	Complete	-	-	-
<ul style="list-style-type: none"> 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	-	-	-
<ul style="list-style-type: none"> The whistleblowing policy and procedures reviewed by the Board of Directors at least annually. 	Complete	-	-	-
Establish a channel for receiving complaints through the company's website.	-	Under process	Completed	Completed
Ongoing review of whistleblowing policies and practices at least once a year.	-	Under process	Completed	Completed

Strategic Initiative

The Company and its subsidiaries have established a key initiative to enhance the whistleblowing process for misconduct by providing a channel for receiving complaints through the Company's website, in accordance with good internal control principles. The Company has improved this channel to allow for anonymous reporting while maintaining appropriate measures, such as assigning reference numbers and a complaint status tracking system, to ensure effective, transparent, and verifiable follow-up, as well as to protect the confidentiality of whistleblowers.

Strategic Initiative	Year	Expected Outcomes
Establish a channel for receiving complaints through the company's website.	2026	<ul style="list-style-type: none"> The company has integrated information and conditions for receiving complaints and/or suggestions from all stakeholders into a unified system, in accordance with information technology internal control principles. The company developed a complaint channel via its website, which supports anonymous reporting while maintaining appropriate measures, such as assigning reference numbers and a complaint status tracking system, to enable efficient, transparent, and verifiable follow-up, as well as protecting the confidentiality of whistleblowers.
Ongoing review of whistleblowing policies and practices at least once a year.	2026	<ul style="list-style-type: none"> The company has established channels for receiving complaints

Strategic Initiative	Year	Expected Outcomes
		<p>and whistleblowing reports via its website to accommodate complaints and/or suggestions from all stakeholders. Specific departments and responsible personnel have been clearly designated to handle these matters in accordance with their duties.</p> <ul style="list-style-type: none"> The company has revised its guidelines for complaints and/or suggestions related to violations of laws, regulations, rules, or business ethics, from both internal employees and external parties. It is stipulated that the complaint channel via the website must have at least one responsible person who must be independent and credible, such as an internal auditor or the Audit Committee, to ensure that complaints or tips are considered systematically, transparently, and fairly.

Risk Management

Risk 1 : System development not completed as planned or not ready for use

• **Risk Characteristic**

The website system or the complaint handling function could not be developed within the stipulated timeframe, or it encountered technical limitations, rendering it impractical for actual use.

• **Risk Impact**

The complaint channel could not be opened as scheduled, which affects the regulatory image.

• **Risk Management Measures**

1. Develop an operational plan and define clear timelines, along with assigning responsible parties for each step.
2. Regularly monitor project progress and report to relevant executives or committees.
3. Test the system before actual implementation to ensure it functions according to its objectives.
4. Prepare a contingency plan in case the system cannot be used as planned.
5. Provide user training and prepare user manuals to ensure correct system usage.
6. Define acceptance criteria and conduct system acceptance testing before actual use.

Risk 2 : Disclosure of Complaints and Complainants or Whistleblowers

• **Risk Characteristic**

Complaint data or whistleblower information may be disclosed without authorization or accessed by unauthorized individuals, owing to inadequate data access controls or improper data management processes.

• **Risk Impact**

Stakeholders lack confidence in the whistleblowing system, leading them to hesitate in reporting crucial information. Consequently, corruption or misconduct may not be disclosed or rectified in a timely manner, which could damage the organization's reputation and expose it to legal proceedings. Examples include cases of personal data breaches due to improper disclosure, or situations where the organization fails to prevent or manage corruption appropriately in accordance with good corporate governance principles.

- **Risk Management Measures**

1. Strictly define access rights to complaint information and whistleblower data based on job responsibilities, and restrict access only to relevant personnel.
2. Utilize a reference number system instead of personal information for whistleblowers to reduce the risk of identity disclosure.
3. Clearly define guidelines for maintaining the confidentiality of complaint information and whistleblower data, and communicate them to employees for their acknowledgment and adherence.
4. Regularly review and monitor data access to prevent unauthorized access.
5. Clearly define penalties for unauthorized disclosure of information to foster discipline and awareness in operations, and provide continuous training and raise awareness regarding confidentiality and data protection.

Risk 3 : The complaint investigator and/or the decision-maker lacks impartiality.

- **Risk Characteristic**

The complaint investigator has a conflict of interest or is involved with the complaint, leading to bias or a lack of impartiality in decision-making.

- **Risk Impact**

The unfair handling of complaints diminishes the credibility of the internal control system, impacts stakeholder confidence, and may result in legal and reputational risks for the organization.

- **Risk Management Measures**

1. Appoint an independent complaint investigation committee that has no conflict of interest in the case under consideration.
2. Establish criteria for avoiding conflicts of interest and require involved parties to recuse themselves from consideration.
3. Mandate multi-level consideration or additional review by independent bodies, such as internal auditors or audit committees.
4. Clearly define the roles, duties, and authority for investigating complaints to prevent abuse of power.
5. Implement recording and review of the consideration process to ensure traceability.
6. Communicate guidelines and train relevant personnel to enhance understanding of the principles of independence and fairness.

Risk 4 : Ineffective follow-up and complaint closure

- **Risk Characteristic**

The complaint handling policy has a defined timeframe for processing, but there is no status tracking system, which may result in complaints being pending or unresolved.

- **Risk Impact**

Unable to properly track progress or close complaints, resulting in issues not being resolved promptly, leading to recurring complaints, affecting stakeholder confidence, and potentially impacting the organization's reputation.

- **Risk Management Measures**

1. Establish clear processes for tracking and closing complaints, along with specified timelines for each step.
2. Implement a system for tracking complaint status and assigning reference numbers to enable verification and follow-up.
3. Clearly define responsibilities for each step and ensure regular progress reporting.
4. Arrange for reviews by independent bodies, such as internal auditors or audit committees.
5. Prepare summary reports of operations and root cause analyses for use in improvement and prevention of recurring complaints.

Attachments

URL Link to the Document : <https://www.smothonggroup.com/th/ir/corporate-governance-policy>



Governance of Risk and Management Compliance

Enhancing governance of information security

The company plans to enhance the security of backup data by employing encryption both during storage and transmission. This includes protection against backup data being modified, deleted, or encrypted by Ransomware, and the implementation of an automatic anomaly detection system. Furthermore, it will enable efficient data search and recovery. This initiative will help the company maintain data availability, reduce the risk of data loss or cyberattacks, and effectively support business continuity, in alignment with sound internal control principles.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	Complete	-	-	-
<ul style="list-style-type: none"> The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors. 	Complete	-	-	-
<ul style="list-style-type: none"> Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies 	Complete	-	-	-
<ul style="list-style-type: none"> All employees undergo training,communication,and understanding assessments to enhance awareness of IT security. 	Complete	-	-	-
Invest in installing the Cohesity Backup Encryption system to enhance the security of backup data.	-	Completed	Completed	Completed

Strategic Initiative

The company plans to invest in installing four sets of Backup Encryption systems (Cohesity) for the server rooms at its headquarters and other branches. This initiative aims to enhance the security of backup data by employing encryption to prevent unauthorized access, theft, or modification of data, both at rest and in transit. This will be coupled with measures to ensure that backup data cannot be modified, deleted, or encrypted by ransomware. Furthermore, the system will include automatic data anomaly detection and reporting, maintain data availability, and enable efficient data search and recovery.

Strategic Initiative	Year	Expected Outcomes
The company plans to invest in installing four sets of Backup Encryption systems (Cohesity) for the server rooms at the head office and other branches to enhance the security of backup data.	2026	<ul style="list-style-type: none"> • Preventing unauthorized access, theft, or modification of backup data, both in stored format and during transmission. • Backup data cannot be modified, deleted, or encrypted by Ransomware. • Efficiently search and recover data to ensure data availability.

Risk Management

Risk 1 : The Backup Encryption System (Cohesity) is unable to effectively prevent, detect, and recover data as intended.

• **Risk Characteristic**

Inadequate system installation and configuration, lax access control, incomplete monitoring and alerting for anomalies, and the lack of regular data recovery testing may render the backup system unable to effectively withstand cybersecurity incidents.

• **Risk Impact**

This may result in backup data being accessed, modified, deleted, or rendered unrecoverable in the event of incidents such as Ransomware, leading to business disruption, loss of critical data, impact on business continuity, damage to organizational reputation, and potentially incurring legal and regulatory risks.

• **Risk Management Measures**

1. Clearly define standards for system installation and configuration, and ensure expert review before actual deployment.
2. Appropriately define access rights based on job responsibilities, and utilize multi-factor authentication to enhance security.
3. Implement monitoring and alert systems, along with clearly defined responsibilities for monitoring and responding to incidents.
4. Conduct data recovery tests according to the plan to ensure practical usability.
5. Establish regular system maintenance and update plans to prevent security vulnerabilities.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/SMO/1774159691336.pdf>



Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

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

URL Link to the Document : <https://www.smothonggroup.com/th/sustainability/documents>



Smothong Group Public Company Limited and its subsidiaries have conducted an organizational greenhouse gas (GHG) emissions assessment by preparing a Carbon Footprint for Organization (CFO) report. This assessment covers the base years 2024 and 2025, encompassing Scope 1 (Direct Emissions), Scope 2 (Energy Indirect Emissions), and Scope 3 (Other Indirect Emissions) across all operational boundaries. The objective is to quantify emissions and identify key sources within the Group’s operations. These insights will drive the evaluation and implementation of cost-effective decarbonization technologies and innovations, as well as the development of strategic mitigation projects aimed at achieving meaningful emission reductions.

In the base year 2025, Smothong Group Public Company Limited and its subsidiaries reported total greenhouse gas (GHG) emissions from operations as follows: Scope 1 (Direct Emissions) of 89,845 tCO₂ e, Scope 2 (Energy Indirect Emissions) of 2,490 tCO₂ e, and Scope 3 (Other Indirect Emissions) of 97,327 tCO₂ e.

Targets

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

Strategic Initiative

1. To explore technologies and innovations in products that contribute to the reduction of greenhouse gas (GHG) emissions.
2. To study and adopt technologies and innovations that can reduce greenhouse gas (GHG) emissions from the Company’s operations.
3. To promote employee awareness, understanding, and participation regarding the impacts of Climate Change.

Strategic Initiative	Year	Expected Outcomes
Explore technologies and innovations in products that contribute to the reduction of greenhouse gas (GHG) emissions.	2026	• The study results on the utilization of products and by-products that contribute to reducing greenhouse gas emissions have been obtained. Ex. Biochar and Activated Carbon.
	2027	• Use the data to assess the feasibility of commercial business operations and CSR projects.
	2028	• Install machinery and implement projects that have been assessed as feasible.
To study and adopt technologies and innovations that can reduce greenhouse gas (GHG) emissions from the Company’s operations.	2026	• Collect and analyze information on technologies and innovations that can help reduce greenhouse gas emissions

Strategic Initiative	Year	Expected Outcomes
		from the company's operations. Ex. Generate electricity from Solar cell and Biogas, EV Loader and EV cars.
	2027	<ul style="list-style-type: none"> Use the collected information on technologies and innovations that can help reduce greenhouse gas emissions for testing by both internal and external organizations.
	2028	<ul style="list-style-type: none"> Implement technologies and innovations that have been tested for their effectiveness in reducing greenhouse gas emissions in the company's operations.
To promote employee awareness, understanding, and participation regarding the impacts of Climate Change.	2026	<ul style="list-style-type: none"> employees are knowledgeable about climate change issues and are aware of the importance of adjusting their behaviors and encouraging others to jointly address climate change. They also actively participate in proposing projects and activities that contribute to reducing the impacts of climate change. Implement projects and activities within the company that contribute to reducing the impacts of climate change. Ex. Recyclable Waste Segregation Project and Food Waste Composter
	2027	<ul style="list-style-type: none"> Implement projects and activities outside the company that contribute to reducing the impacts of climate change.

Decarbonization

1. Solar Photovoltaic (PV) Installation Project

Total Installed Capacity: 530 kWp

Objectives:

- To reduce electricity consumption from the Provincial Electricity Authority (PEA).
- To achieve electricity cost savings. - To reduce greenhouse gas (GHG) emissions.

Project Implementing Company

1. Smothong Group Public Company Limited – Phanom Branch

Total Installed Capacity: 440 kWp

Targets:

- To achieve electricity cost savings from the Provincial Electricity Authority (PEA), amounting to THB 1,200,000
- To reduce greenhouse gas emissions amounting to 200 tCO₂e per year.

2. A.L. Palm Co., Ltd.

Total Installed Capacity: 90 kWp

Targets:

- To achieve electricity cost savings from the Provincial Electricity Authority (PEA), amounting to THB 230,000 per year.
- To reduce greenhouse gas emissions amounting to 40 tCO₂e per year.

2. Procurement of Loaders and Electric Vehicles (EVs) Project

Objectives:

- To reduce fuel consumption from fossil fuels.
- To achieve fuel cost savings.
- To reduce greenhouse gas (GHG) emissions.

Project Implementing Company

1. Smothong Group Public Company Limited – Phanom Branch

Targets:

- To achieve fuel cost savings amounting to THB 800,000 per year.
- To reduce greenhouse gas emissions amounting to 130 tCO₂e per year.

2. Smothong Group Public Company Limited – Tha Chana Branch

Targets:

- To achieve fuel cost savings amounting to THB 88,000 per year.
- To reduce greenhouse gas emissions amounting to 17 tCO₂e per year.

3. A.L. Palm Co., Ltd.

Targets:

- To achieve fuel cost savings amounting to THB 88,000 per year.
- To reduce greenhouse gas emissions amounting to 17 tCO₂e per year.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)		
	2025	2026	2027	2028
Greenhouse gas emission reduction volume	0	202	404	404

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Solar Photovoltaic (PV) Installation Project Total Installed Capacity: 530 kWp Objectives: - To reduce electricity consumption from the Provincial Electricity Authority(PEA). - To achieve electricity cost savings. - To reduce greenhouse gas (GHG) emissions. Project Implementing Company 1. Smothong Group Public Company Limited – Phanom Branch Total Installed Capacity: 440 kWp 2. A.L. Palm Co., Ltd. Total Installed Capacity: 90 kWp	2026	<ul style="list-style-type: none"> • 1. Smothong Group Public Company Limited – Phanom Branch Targets: - To achieve electricity cost savings from the Provincial Electricity Authority (PEA), amounting to THB 600,000 - To reduce greenhouse gas emissions amounting to 100 tCO₂e per year. 2. A.L. Palm Co., Ltd. Targets: - To achieve electricity cost savings from the Provincial Electricity Authority (PEA), amounting to THB 115,000 per year. - To reduce greenhouse gas emissions amounting to 20 tCO₂e per year.
	2027	<ul style="list-style-type: none"> • 1. Smothong Group Public Company Limited – Phanom Branch Targets: - To achieve electricity cost savings from the Provincial Electricity Authority (PEA), amounting to THB 1,200,000 - To reduce greenhouse gas emissions amounting to 200 tCO₂e per year. 2. A.L. Palm Co., Ltd. Targets: - To achieve electricity cost savings from the Provincial Electricity Authority (PEA), amounting to THB 230,000 per year. - To reduce greenhouse gas emissions amounting to 40 tCO₂e per year.
	2028	<ul style="list-style-type: none"> • 1. Smothong Group Public Company Limited – Phanom Branch Targets: - To achieve electricity cost savings from the Provincial Electricity Authority (PEA), amounting to THB 1,200,000 - To reduce greenhouse gas emissions amounting to 200 tCO₂e per

Strategic Initiative	Year	Expected Outcomes
Procurement of Loaders and Electric Vehicles (EVs) Project Objectives: - To reduce fuel consumption from fossil fuels. - To achieve fuel cost savings. - To reduce greenhouse gas (GHG) emissions. Project Implementing Company 1. Smothong Group Public Company Limited – Phanom Branch 2. Smothong Group Public Company Limited – Tha Chana Branch 3. A.L. Palm Co., Ltd.	2026	year. 2. A.L. Palm Co., Ltd. Targets: - To achieve electricity cost savings from the Provincial Electricity Authority (PEA), amounting to THB 230,000 per year. - To reduce greenhouse gas emissions amounting to 40 tCO ₂ e per year.
	2027	<ul style="list-style-type: none"> Project Implementing Company 1. Smothong Group Public Company Limited – Phanom Branch Targets: - To achieve fuel cost savings amounting to THB 400,000 per year. - To reduce greenhouse gas emissions amounting to 65 tCO₂e per year. 2. Smothong Group Public Company Limited – Tha Chana Branch Targets: - To achieve fuel cost savings amounting to THB 44,000 per year. - To reduce greenhouse gas emissions amounting to 8.5 tCO₂e per year. 3. A.L. Palm Co., Ltd. Targets: - To achieve fuel cost savings amounting to THB 44,000 per year. - To reduce greenhouse gas emissions amounting to 8.5 tCO₂e per year. 1. Smothong Group Public Company Limited – Phanom Branch Targets: - To achieve fuel cost savings amounting to THB 800,000 per year. - To reduce greenhouse gas emissions amounting to 130 tCO₂e per year. 2. Smothong Group Public Company Limited – Tha Chana Branch Targets: - To achieve fuel cost savings amounting to THB 88,000 per year. - To reduce greenhouse gas emissions amounting to 17 tCO₂e per year. 3. A.L. Palm Co., Ltd. Targets: - To achieve fuel cost savings amounting to THB 88,000 per year. - To reduce greenhouse gas emissions amounting to 17 tCO₂e per year.
	2028	<ul style="list-style-type: none"> 1. Smothong Group Public Company Limited – Phanom Branch Targets: - To achieve fuel cost savings amounting to THB 800,000 per year. - To reduce greenhouse gas emissions amounting to 130 tCO₂e per year. 2. Smothong Group Public Company Limited – Tha Chana Branch Targets: - To achieve fuel cost savings amounting to THB 88,000 per year. - To reduce greenhouse gas emissions amounting to 17 tCO₂e per year. 3. A.L. Palm Co., Ltd. Targets: - To achieve fuel cost savings amounting to THB 88,000 per year. - To reduce greenhouse gas emissions amounting to 17 tCO₂e per year.

Risk Management

Risk 1 : Closure of an Electric Vehicle (EV) Dealership

• Risk Characteristic

The closure of electric vehicle (EV) dealerships, amid intensified competition in both the domestic and global markets, has led certain dealers with limited competitive capacity to discontinue operations in some countries or, in certain cases, to exit the market entirely.

• Risk Impact

1. Lack of responsible parties to honor warranty obligations for vehicles still under warranty.
2. Difficulties in accessing authorized service centers for electric vehicles (EVs).
3. Shortage of distribution channels for spare parts and components.

- **Risk Management Measures**

1. The Company will conduct a rigorous assessment and selection of electric vehicle (EV) dealers with strong financial stability and proven operational capability.
2. The Company will diversify procurement across multiple EV brands to mitigate risks associated with potential dealership closures.

Risk 2 : Performance and Technical Risks of Electric Loaders

- **Risk Characteristic**

Electric loaders may exhibit performance variances relative to their technical specifications or exhibit lower performance compared to internal combustion engine (ICE) loaders.

- **Risk Impact**

1. Electric loaders may not deliver sufficient operational efficiency under actual operating conditions.
2. Electric loaders may incur higher maintenance and repair costs compared to internal combustion engine loaders.

- **Risk Management Measures**

1. The Company will conduct a comparative evaluation of loader models and their performance to ensure alignment with operational requirements.
2. The Company will conduct trial testing of electric loaders prior to selecting specific models and brands.
3. The Company will obtain information and user experience feedback from existing electric loader users to support informed decision-making.

Risk 3 : Climate variability

- **Risk Characteristic**

Variable weather conditions affect operational efficiency and may cause damage to solar panels.

- **Risk Impact**

1. Variable weather conditions can reduce the operational efficiency of solar panels, such as prolonged rainfall or extended overcast conditions.
2. Hazards from strong gusts of wind and lightning strikes.

- **Risk Management Measures**

1. Calculate the installed capacity of solar panels to ensure sufficient power supply for the project.
 2. Select and install high-quality protective equipment against various hazards.
 3. Study potential project expansions through the implementation of a Battery Energy Storage System (BESS).
-