



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



SRINANAPORN MARKETING PUBLIC COMPANY LIMITED

(SNNP)

at 30 June 2026

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SRINANAPORN MARKETING PUBLIC COMPANY LIMITED

sSET / SETESG	CG Report :
Agro & Food Industry / Food & Beverage	SET ESG Ratings: AA
	Anti-Corruption Certification (CAC): Yes

Business Type

Manufacturing and distribution of beverage and snack products such as RTD jelly and jelly carrageenan product line under the Jele brand , cuttle fish snack product line under the Bento brand and extruded biscuit and bread stick product line under the Dorkbua Lotus brand.

Financial Statement					JUMP+ Plan			
Year	2025	2024	2023	2022				
Income Statement (MB)					Business Plan			
					Target in 2028			
Revenues	5,662.20	5,983.42	6,049.43	5,603.98	Total revenue		6,800.00 Million Baht	
Expenses	4,968.61	5,154.80	5,223.10	4,927.93				
Net Profit	518.33	651.16	635.78	515.72				
Balance Sheet (MB)								
Assets	5,846.30	5,520.30	5,225.22	5,068.89				
Liabilities	3,206.83	1,988.56	1,762.51	1,762.91				
Shareholders' Equity	2,421.13	3,286.41	3,218.35	3,049.45				
Cash Flow (MB)								
Operating	254.33	351.26	450.09	403.49				
Investing	-231.12	-90.58	-193.81	-384.86				
Financing	49.87	-225.56	-298.72	-43.37				
Financial Ratio								
EPS (Baht)	0.57	0.68	0.66	0.54				
GP Margin (%)	29.54	29.60	28.55	27.26				
NP Margin (%)	9.01	10.90	10.45	9.13				
D/E Ratio (Times)	1.21	0.56	0.51	0.53				
ROE (%)	18.16	20.02	20.29	17.52				
ROA (%)	11.88	14.91	15.38	14.11				
					Strategic Plan			
					Growth		Profitability & Efficiency	Stability
					1. Strategic Plan : Project Jump+ : Jele Beautie Capacity & Efficiency Enhancement			
					Governance Plan			
					1. Enhancing anti-corruption and fraud prevention efforts			
					2. Enhancing whistleblowing mechanisms			
					3. Enhancing business continuity management			
					4. Enhancing governance of information security			
					Climate Action Plan			
					1. Greenhouse gas inventory (GHG) plan			
					2. Decarbonization			

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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Total revenue (Million Baht)	6,800.00	5,662.20	2,617.72

Srinanaporn Marketing Public Company Limited (the"Company") is committed to becoming a leading manufacturer and distributor of beverage and snack products, while being recognized as one of the most trusted brands in the beverage and snack industry across the ASEAN region. The Company also strives to develop the organization based on a strong corporate culture that promotes employee well-being and happiness, enhances the Company’s competitiveness within the industry, and supports sustainable growth in the long term.

Progress description

In 2026, amidst economic conditions and purchasing power that remain uncertain due to various economic pressures, such as conflicts in the Middle East and fluctuating energy prices, the company achieved a total revenue of 2,617.72 million Baht during the first six months of 2026. The company continues to implement strategies to drive continuous growth and aims for a total revenue target of 6,800 million Baht by 2028.

For the domestic market, the company prioritizes strengthening its core brands to maintain product leadership and expand its consumer base. This is coupled with developing new products and creating consumption opportunities that align with consumer behavior. Furthermore, collaborations with well-known brands are pursued to innovate products, enhancing novelty and appeal for the brands. Additionally, the company continues to expand product accessibility across all distribution channels and enhance marketing effectiveness by utilizing consumer data and insights to support continuous growth.

In the international market, the company continues to expand its business, with the Vietnamese market serving as a key driver. This is attributed to economic recovery, more stable business operations, the expansion of distribution areas, and the diversification of products across both traditional and modern distribution channels. These efforts help ensure consistent orders from partners and are crucial in driving the company's growth towards its long-term objectives.

Growth plan/Increase business value

Strategic Plan : Project Jump+ : Jele Beautie Capacity & Efficiency Enhancement

Part 1 Executive Summary

Project Jump+, under the Jele Beautie production line, is a strategic investment initiative aims at enhancing the competitive capability of Srinanaporn Marketing Public Company Limited through systematic improvements in manufacturing efficiency. Currently, the existing production line has been approximately operated for over 13 years, resulting in operational inefficient, increased labor costs for quality inspection, and risks of product quality fluctuation. These factors directly impact on the Company’s cost structure and gross profit margin.

The expected benefits from investing in machinery replacement and the installation of automated systems include:

- 1. Increase production capacity to support the growth of Jele Beautie products as a high-potential growth segment product.
- 2. Significantly reduce waste from production rates.
- 3. Decrease direct labor costs.
- 4. Improve quality control efficiency in alignment with international standards.
- 5. Lower Unit Costs and enhance the ability to sustain profit margins in long term.

Based on financial analysis, a net annual return is projected to be generated at a level significantly higher than the initial investment, with a short payback period and build substantial cumulative value within the first 3 years. This reflects strong investment viability and alignment with the Company’s growth strategy. Project Jump+ is therefore not only a machinery upgrade, but a structural enhancement of production efficiency designed to establish a sustainable growth foundation to support market expansion and strengthen SNNP’s competitive ability in the medium to long term. The project is scheduled for completion in 2028, with all targeted outcomes fully achieved.

Part 2 Investment & Financial Impact Summary

Machine Investment ¹ (Million Baht)	6.0	Capacity (%)
Increase in Annual Production Capacity	20.0%	60
Increase in Annual Production (Carton)	216,000	60
Increase Gross Profit	1.4%	60
Payback period	< 4 months	60

The investment summary and financial impact table of Project Jump+ shows that the machinery and automation investment of approximately 6,000,000 THB represents a one-time Capital Expenditure (One-time CAPEX) but generates significant recurring annual cash flow returns.

- 1. Capital Structure Impact: The investment amount covers machinery acquisition, automation systems, installation, system testing, and production line calibration. This investment is classified as an income-producing asset capable of generating positive cash flow from the first year of operation. A key strength lies in the relatively low level of capital required compared to the returns generated, resulting in exceptionally high capital efficiency when assessed in terms of return per invested baht.
- 2. Production Capacity Enhancement and Revenue Potential: The project is expected to increase production capacity and revenue potential by approximately 20% per annum, based on a 60% capacity utilization rate. This reflects the improved efficiency and capability of the new machinery within the production process.
- 3. Gross Profit Expansion: Gross profit is projected to increase by approximately 1.4% per annum as a result of the new machinery. This improvement is primarily driven by yield enhancement, representing a structural efficiency gain rather than temporary profit

derived from external factors. The increase in gross profit at this level contributes to the expansion of EBITDA margin for the Jele Beautie production line and strengthens pricing competitiveness without compromising profitability.

4. Net Annual Benefit: The combined effect of increased gross profit and enhanced operational efficiency indicates that the project will generate strong cash flow. This enables rapid capital recovery and supports the accumulation of profits in subsequent years without requiring additional investment.

5. Payback Period: The investment analysis indicates a payback period of approximately 4 months, which is considered exceptionally short for a production asset investment. The rapid recovery period significantly reduces liquidity risk and enhances the company’s flexibility in managing cash flows.

Part 3 Strategic Rational

The Jump+ Project under the Jele Beautie production line represents a strategically significant decision that will materially influence the Company’s growth trajectory and competitive positioning over the medium to long term. This investment is not merely intended to replace aging machinery; rather, it constitutes a structural upgrade of the production platform to align with the Company’s growth strategy in a tangible and sustainable manner. Within the context of the Company’s growth strategy, the Jele Beautie product line is recognized as a high-potential segment with strong market expansion opportunities and attractive margin profiles. Enhancing production efficiency therefore serves as a direct enabler to accommodate future demand growth. The investment in advanced machinery and automation systems reduces capacity constraints, improves process stability, and enables scalable revenue growth without a proportionate increase in fixed costs. As a result, profitability is expected to accelerate, supported by sustainable gross margin expansion. This leads to a more cost-efficient production process and strengthens price competitiveness without compromising profitability. In terms of quality and risk management, the transition toward automation reduces reliance on manual inspection, and enhancing product consistency. More precise quality control systems contribute to greater production stability, reduced cost volatility, and lower operational risk. These improvements are essential in reinforcing the long-term resilience and reliability of the Company’s manufacturing operations.

The project contributes to sustainability by lowering energy consumption from rework processes, and improving overall resource efficiency. This aligns with the company’s business approach of pursuing efficient and environmentally responsible manufacturing practices. Overall, Project Jump+ is an investment that simultaneously addresses growth, profitability enhancement, risk management, and sustainability. It establishes a structural foundation for the Jele Beautie production line to continuously create added value and strengthen the company’s long-term, on both competitive capability and shareholder return generation.

Part 4 Project Timeline

Year	Activity
2026	Procurement and Machinery Installation Phase
2027	Optimization & Performance Stabilization Phase
2028	Full Capacity Operation & Project Closure Phase

Project Jump+ has been structured as a three-year implementation plan to maximize investment efficiency, minimize operational risk, and ensure the achievement of projected financial returns. The execution is divided into three key phases as follows

Year 2026: Procurement & Installation Phase. The first year focuses on the procurement and installation of new machinery, including full system testing to ensure operational readiness in accordance with the company’s technical specifications and quality standards. This phase covers the procurement process, contract management with suppliers, site preparation, equipment installation, system integration, and comprehensive installation and commissioning procedures. It also includes training for relevant personnel to ensure effective operation and system control from the outset, as well as initial performance testing to confirm that the production line

meets design specifications. This stage is critically important from a risk management perspective, as it represents the transition from old system to new system. The company will therefore focus on control over technical risks, timeline management and budget to prevent disruption to ongoing operations. Up close milestone monitoring and cost control within the approved budget framework will ensure that the investment meets its quality, timeline and financial objectives, forming a solid foundation for the optimization phase in the following year.

Year 2027: Optimization & Performance Stabilization Phase. Following the successful installation, the second year will focus on systematically enhancing production efficiency and strengthening operational stability. The objective is to ensure that the production line operates at optimal efficiency while consistently delivering output that meets standards. Key activities include analyzing production data to identify improvement areas, defining automation system settings, reducing Downtime and increasing the Capacity Utilization Rate toward targeted levels. This optimization phase is strategically critical, as it is the period during which the production process begins to clearly reflect improvements in profit margins. It enables the projected financial benefits to materialize in a stable and consistent manner, which sets the foundation for sustainable profitability in the subsequent years.

Year 2028: Full Capacity Operation & Project Closure Phase. T he new production line will operate at full capacity, with stable quality control systems and defect rates reduced to targeted levels. At this stage, the company will fully benefit from financial, investment including gross margin expansion, unit cost reduction and enhanced profit generation driven by a more efficient cost structure. Simultaneously, a Project Closure Report will be prepared to evaluate overall performance against the established objectives, including budget, timeline, performance indicators and financial returns. This report will serve as formal documentation certifying the project’s success and will be used as a reference for future investment decisions. The project closure in 2028 does not signify the end of financial benefits but it confirms that the new efficiency structure of the production line has been firmly established and has become a long-term profit base for the company, supporting sustainable growth and strengthening the organization’s competitive capability in the future.

The establishment of a 3-year implementation plan reflects a systematic project management approach with clearly defined phases, placing strong emphasis on risk management alongside the maximization of financial returns. The first year focuses on investment execution and controlling technical, budget, and timeline risks. The second year is dedicated to enhancing efficiency and strengthening the stability of the production process. The final year represents full-capacity operations, during which the company fully earns the projected financial benefits. This timeline framework enables effective cash flow management, ensures cost control within the approved plan, and allows for systematic monitoring of performance against established targets. Moreover, the phased planning approach helps reduce operational volatility and enhances the stability of returns at each stage. Overall, this timeline is not only a schedule, but also a strategic framework designed to facilitate continuous value creation while establishing a structural foundation for long-term production growth which will further strengthen the company’s competitiveness and ensure sustainable business performance in the future.

Targets

• Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Gross Profit Margin (%)	30.00	30.00	30.00	29.54	26.48

Progress description

In the first 6 months of 2026, the company's gross profit margin was 26.48%, falling short of the corporate financial target of 30.0%. This was due to pressure from slowing purchasing power, which affected sales and capacity utilization, coupled with rising raw material and packaging costs, particularly plastic packaging costs, which increased due to energy price fluctuations and the conflict situation in the Middle East.

Nevertheless, the company prioritizes continuous cost management and enhancement of production efficiency through diversifying raw material sources, improving production processes and yield rates, reducing production losses, and optimizing sales promotion strategies and structures. These measures, combined with the recovery in sales and production volume in the second quarter, led to improved capacity utilization and an increase in the gross profit margin to 26.8% from 26.2% in the previous quarter.

Furthermore, the company continues to invest in increasing production capacity and enhancing machine efficiency. The Jele Beautie production line efficiency improvement project is currently undergoing machine installation and acceptance testing, with commercial operation expected to commence in Q4 2026. This project is anticipated to boost production efficiency by over 20% and increase production capacity by approximately 216,000 cartons per year, while also supporting an increase in gross profit due to improved production efficiency. The company will continue to implement cost management measures and enhance operational efficiency to support the recovery of the gross profit margin and strive towards the 30.0% target in the next phase.

Strategic Initiative

Strategic Initiative 1 : Procurement & Installation Phase

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- For relevant personnel to ensure effective operation and system control from the outset. - To prevent disruption to ongoing operations.	The company is currently implementing a project to increase the production capacity and efficiency of the Jele Beautie production line, with a target to complete the procurement and installation of machinery by 2026. Currently, the bidding and procurement processes for the machinery have been completed, and the installation and acceptance testing of the machinery are underway. Commercial operation is expected to commence by the fourth quarter of 2026, with overall progress remaining in line with the established plan. The company prioritizes managing the installation to minimize impact on the existing production line and preparing for the efficient utilization of the machinery. This initiative aims to enhance production efficiency and increase production capacity, thereby supporting business growth and cost management in the long term.

Strategic Initiative 2 : Optimization & Performance Stabilization Phase

Status ● On track

Year	Expected Outcomes	Actual Result
2026		Based on the project's progress in 2026, which is in line with the defined plan, the company anticipates entering the Optimization

Year	Expected Outcomes	Actual Result
		& Performance Stabilization Phase in 2027 as scheduled. This phase will focus on enhancing production efficiency, optimizing system and machinery settings, reducing downtime, and increasing capacity utilization. The objective is to ensure continuous efficiency and stability in the production process before transitioning to full-capacity operation in the subsequent phase.

Strategic Initiative 3 : Full Capacity Operation & Project Closure Phase

Status ● On track

Year	Expected Outcomes	Actual Result
2026		Based on the planned operations in the preceding phase, the Company anticipates entering the full production capacity operation phase and concluding the project in 2028 as scheduled. The objective is to ensure the production line operates at its designed full efficiency, while simultaneously maintaining the stability of the production process and managing losses at an optimal level. Furthermore, the Company will assess operational performance against the project's objectives, encompassing production efficiency, costs, and return on investment, to finalize outcomes and formally close the project within the stipulated timeframe.

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Anti-Corruption Enhancement Plan Srinanaporn Marketing Public Company Limited (the “Company”) value every aspect of Anti-corruption. The Board of Directors, executive level, and employees are required to strictly follow Company’s anti-corruption policy as a fundamental business practice under the principles of Good Governance to ensure transparency and accountability. Through this commitment, the Company aims to drive the organization forward with integrity and ethical responsibility and contribute in developing a corruption-free business environment that supports long-term growth.

Rationale and Necessity

- 1) To reduce legal, financial, and reputational risks arising from corrupt practices within the supply chain.
- 2) Build confidence among shareholders, customers, and business partners by that the organization operates with transparency and accountability.
- 3) Elevate the Group’s Good Governance and ESG standards in alignment with stakeholder expectations and capital market requirements.
- 4) To support subsidiaries and business partners (both SMEs and non-SMEs) in establishing anti-corruption systems and preparing for CAC certification.

Build Corruption-Free Organization Culture (Tone from the Top)

- Leadership as Example: Senior executives must portray as role models by demonstrating a clear commitment to conducting business with transparency, to foster ethical awareness in the organization.
- Public Declaration of Commitment: pursue and maintain certification as a member of the Thai Private Sector in against corruption (CAC) to affirm not to engage in corruption, whether directly or indirectly.

Strict Enforcement of Policies and Guidelines

- Gift and Hospitality Policy: The value of gifts must not exceed 3,000 THB and must not create advantage or lead to inappropriate returns benefit.
- Political Neutrality: The Company shall remain politically neutral and shall not provide financial or any kind of support to political party or politician in exchange for special benefits.
- Prohibition of Facilitation Payments: The Company strictly prohibits offering money or any other benefits to government officer to expedite or delay action in governmental processes.

Personnel Development and Building Awareness

- Mandatory Training Programs: Employees at all level are required to attend training programs annually, including “Driving the Organization Toward a Corruption-Free Culture (Anti-Corruption)” and “Honesty and Transparency for Efficiency and Sustainability”.
- New Employee Orientation: All employees must acknowledge and sign to confirm their understanding of the Company’s Anti-Corruption Policy and Code of Conduct upon commencement of employment.
- Confidentiality Assurance: Personal information of whistleblowers and details of complaints shall be treated with the strictest confidentiality.

Whistleblowing System and Whistleblower Protection

- Multiple Reporting Channels: Provide whistleblowing channels through postal mail, Company’s website, or email at cg@snp.co.th and/or audit.committee@snp.co.th

- Protection Measures: Whistleblowers who report in good faith shall be protected against dismissal, unfair transfer or any interference with their work performance.

Proactive Audit and Risk Management

- Regular Risk Assessment: The Risk Management Department shall continuously assess and test corruption risks to ensure that preventive measures remain effective and responsive to changing circumstances.
- Independence of the Audit Organization: Internal Audit Department is responsible for reviewing operations in accordance with the annual audit plan and reporting significant finds directly to the Audit Committee.
- Strict Punishment: Any violation of the policy shall result in punishment, ranging from a formal warning to termination of employment, and legal proceedings if applicable.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	In Progress
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	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	-	-	-	Complete	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified
2. Group-level Foundation Setting and Governance.	Success	-	.	-	Completed
3. Result expansion to Subsidiaries and Business Partners.	In Progress	Success	.	-	Underway in 2027
4. To be certified by Thai Institute of Directors (Thai IOD) and Build Sustainability.	In Progress	In Progress	Success	-	CAC Certificate expires on March 31, 2028, and is in

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
					the process of renewal preparation.

Progress description

The company operates its anti-corruption and bribery initiatives in accordance with the established plan, which includes approved and implemented anti-corruption and bribery policies and guidelines. It has also received CAC certification from the Thai Institute of Directors Association (Thai IOD). Currently, the company is in the process of monitoring and evaluating compliance with these policies, reviewing guidelines, and establishing foundations and group-level governance mechanisms. This is to prepare for the expansion of these efforts to subsidiaries and business partners and to support the planned renewal of CAC certification in the next phase.

Strategic Initiative

Strategic Initiative 1 : 1. Group-level Foundation Setting and Governance

Status ● On track

Year	Expected Outcomes	Actual Result
2026	.	The company is currently laying the foundation and developing a group-level anti-corruption and bribery governance framework, encompassing the review of policies and practices, partner risk assessment, the development of Supplier Self-Assessment and Minimum Integrity Standard, including the preparation of Anti-Corruption & CAC Readiness courses, supported by a Whistleblowing system and a complaint management process, to systematically elevate the group's standards of ethics and anti-corruption.

Strategic Initiative 2 : 1.1 Establish SNNP Group AntiCorruption Framework and adjust Code of Conduct / Supplier Code of Conduct to cover subsidiaries and partners.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Standardized anti-corruption framework across the Group. - The Code of Conduct (CoC) and Supplier Code of Conduct (Supplier CoC) are comprehensive and extended to subsidiaries and joint ventures.	Completed 100%. The company has established a framework and guidelines for anti-corruption through its Anti-Corruption Policy, which serves as a standard for the operations of the company and its subsidiaries. Additionally, a Supplier Code of Conduct has been developed to set ethical and anti-corruption standards for business partners. These documents have been published on the company's website to inform relevant stakeholders and facilitate their implementation.

Strategic Initiative 3 : 1.2 Conduct Gap Assessment for all subsidiaries and implement “Partner Integrity Risk Scoring” for Partners
(focusing on high-risk / critical partner)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Be able to clearly identify High-risk partners and ethical gaps. - Risk data of key partner is available in store for proactive control measures.	An assessment of ethical and corruption risks of business partners is currently underway to prioritize and classify the risk levels of partners, covering key partner groups such as raw materials, packaging, and transportation, according to criteria defined by the company, in order to identify high-risk partners and lead to the establishment of appropriate control and monitoring measures.

Strategic Initiative 4 : 1.3 Develop “AntiCorruption Basic & CAC Readiness Program”

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Employee have foundational knowledge of anti-corruption at the level defined by the organization. - The organization is ready to enter the CAC development and certification process.	Currently, training materials for the Anti-Corruption & CAC Readiness course are being developed and prepared to enhance employees' knowledge and understanding of anti-corruption and to prepare the organization in accordance with CAC guidelines. Coordination has been established with the Human Resources and Administration Department to facilitate the training arrangements and participant registration. The training is scheduled to be conducted within Q4/2026.

Strategic Initiative 5 : 1.4 Conduct Supplier SelfAssessment and Minimum Integrity Standard

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Business partners meet the Group’s minimum ethical assessment standards. - Systematic data is available for screening and managing partner risks.	Currently developing a Supplier Self-Assessment form and establishing a Minimum Integrity Standard in accordance with Thai CAC guidelines, to be used as a standard criterion for systematically evaluating, screening, and managing supplier risks.

Strategic Initiative 6 : 1.5 Establish a Whistleblowing & Case Management including protection measures and investigation procedures.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- A transparent and auditable complaint handling and case management system. - Results and statistics can be systematically reported to management and the Board of Directors.	The company has established a policy and channels for reporting misconduct through its website, along with defining guidelines for receiving reports, the protection of whistleblowers, the verification and investigation of facts, as well as the systematic summarization and reporting of results to relevant executives and committees. This policy and these reporting channels have been published and made accessible to stakeholders via the company's website.

Strategic Initiative 7 : 2. Expansion to Subsidiaries and Business Partners.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The expansion to subsidiaries and business partners is scheduled for implementation in 2027. Currently, the company is establishing foundational policies, practices, and partner risk assessment frameworks to prepare for the subsequent elevation of subsidiaries and partners to align with CAC guidelines and standards.

Strategic Initiative 8 : 2.1 Build an internal Mentor CAC Team (Compliance/Internal Audit/Legal) to provide advisory support to Subsidiaries and Business Partners.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Currently, the company has relevant departments responsible for providing consultation and support for compliance and anti-corruption operations, through the official establishment of a Mentor CAC team to support group companies and business partners. Implementation is scheduled according to the plan in 2027.

Strategic Initiative 9 : 2.2 Hold a workshop quarterly for CAC support documentation and closure of assessment gaps.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Quarterly workshops for the preparation of documents for CAC certification application and the follow-up to close gaps identified from assessment results are scheduled for implementation in 2027, as per the defined work plan. Currently, the implementation period has not yet commenced.

Strategic Initiative 10 : 2.3 Implement a Supplier Integrity Program (SME-Friendly), including forms/policy templates, Specific Assessment form for Due Diligence, Training Kit (G&H/Col/Political/Donation).

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The development of the Supplier Integrity Program (SME-Friendly) is scheduled for implementation in 2027 according to the defined roadmap. In 2026, the company is in the process of conducting risk assessments and developing ethical guidelines for its partners, to serve as a foundation for the subsequent development of the Supplier Integrity Program.

Strategic Initiative 11 : 2.4 Conduct joint evaluations/audits with high-impact partners and implement CAPA plans to close gaps.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Joint evaluation with High Impact partners and the development of a CAPA plan are scheduled for implementation in 2027. Currently, the company is in the process of evaluating and prioritizing partner risks to inform the selection of High Impact partners for in-depth assessment and the establishment of control measures in the subsequent phase.

Strategic Initiative 12 : 2.5 Integrate Anti-Corruption regulation into new/renewed procurement contracts.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The establishment of Anti-Corruption requirements in new/ renewed procurement contracts is scheduled for implementation in 2027. In 2026, the company developed an Anti-Corruption Policy and a Supplier Code of Conduct to serve as an ethical and anti-corruption framework for business partners and to support the development of requirements in future procurement contracts.

Strategic Initiative 13 : 3. Obtain CAC Certification from Thai Institute of Directors (Thai IOD) and build sustainability.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Currently, the company continues to maintain its CAC certification, which is valid until March 31, 2028. The company is also in the process of developing and enhancing its anti-corruption processes in accordance with the action plan, in order to uphold standards and prepare for the timely renewal of its CAC certification.

Strategic Initiative 14 : 3.1 Process CAC certification renewal from Thai Institute of Directors (Thai IOD) 3–6 months before expiration on 31 March 2028.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The renewal of CAC certification is scheduled for 2028. Currently, the certification remains valid until March 31, 2028, and the renewal period is not yet due. The company continuously maintains its anti-corruption standards to support the planned certification renewal.

Strategic Initiative 15 : 3.2 Push forward readied subsidiaries to obtain CAC membership, conduct Management Review and communication with stakeholders

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The initiative to drive ready companies within the group into the CAC certification process, including the preparation of Management Review and the communication of results to stakeholders, is scheduled for implementation in 2028. Currently, the implementation deadline has not yet been reached. The company is in the process of developing and enhancing its anti-corruption guidelines to support the implementation of the plan in the next phase.

Strategic Initiative 16 : 3.3 Support major partner to apply for CAC certification and select readied SMEs to participate in the “SME Anti-Corruption Accelerator Program”.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Support for partners to join the CAC and SME Anti-Corruption Accelerator Program is scheduled for implementation in 2028. Currently, the company is developing guidelines for assessing and prioritizing ethical risks of partners, which will serve as a basis for evaluating and selecting ready partners in the next phase.

Strategic Initiative 17 : 3.4 Measure outcome in terms of Effectiveness such as significantly reduction in material complaints, CAPA case closure time, and recurring improvement cycles.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Effectiveness measurement is scheduled for implementation in 2028. Currently, the company is in the process of developing and enhancing related anti-corruption processes to serve as a database for defining and monitoring effectiveness indicators in the next phase.

Strategic Initiative 18 : 3.5 Integrate Anti-Corruption reporting with company’s Sustainability/ESG Report.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The integration of Anti-Corruption data into the Sustainability/ESG Report is scheduled for implementation in 2028. Currently, the company is in the process of developing and enhancing its processes, including the collection of anti-corruption data, to support the integration and disclosure of information in future Sustainability/ESG reports.

Enhancing whistleblowing mechanisms

Srinanaporn Marketing Public Company Limited operates its business strictly adhering to the principles of good corporate governance, transparency, and anti-corruption. The Company recognizes that a whistleblowing system is a crucial mechanism for the detection of misconduct, corruption risks, and non-compliance with laws or internal regulations, which impacts the organization's long-term credibility and sustainability. However, an evaluation of the current whistleblowing system reveals areas for improvement. These include a lack of diverse reporting channels, insufficient employee awareness, delayed follow-ups, and inadequate clarity regarding whistleblower protection. These factors may deter employees from reporting information that is beneficial to the organization. For these reasons, the Company recognizes the necessity to formulate a "Whistleblowing System Enhancement Plan" to:

- 1. Develop reporting channels that are easily accessible, secure, and standardized.
- 2. Build confidence that whistleblowers will receive protection in accordance with international standards.
- 3. Enhance the efficiency of investigations, follow-ups, and systematic feedback communication.
- 4. Encourage employees and stakeholders to actively participate in monitoring and reporting irregularities.

These implementations are the essential part of strengthening a transparent and accountable corporate culture to support the Company's stable and sustainable growth.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a whistleblowing policy and procedures for reporting misconduct.	-	-	-	Complete	Success
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	-	-	-	Complete	Success
Appointment of an impartial recipient for whistleblowing reports.	-	-	-	Complete	Success
All complaints are thoroughly investigated,and outcomes are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.	-	-	-	Complete	Success
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	-	-	-	Complete	Success
Strengthening Trust and Improving the Effectiveness of Complaint Management	In Progress	In Progress	Success	-	Under process

Progress description

The company operates in accordance with its objectives, implementing a whistleblowing policy and guidelines, designating impartial recipients for reports, and establishing processes for verification, investigation, and reporting of results, including an annual policy review. Furthermore, the complaint management process is currently being developed and enhanced to continuously build confidence and improve the system's efficiency.

Strategic Initiative

Strategic Initiative : Building Trust and Enhancing the Efficiency of Complaint Management

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Implement a clear, written Whistleblowing Policy & Guideline as a standalone document, approved by the Company’s Board of Directors, and review the policy at least once a year. - Communicate the complaint handling system to employees by providing training and/or e-Learning on reporting procedures and whistleblower rights, ensuring that at least 80% of employees understand how to file a whistleblowing report and track its progress. - Maintain statistical records and logs of complaints (volume, type, duration, and status) to build a baseline database and support trend analysis. - A complaint handling process is in place, and the results are reported to the Company’s Board of Directors.	The company has a whistleblowing policy and guidelines, including a systematic process for receiving, investigating, and reporting matters to the Board of Directors. The policy is reviewed periodically as scheduled. Currently, efforts are underway to develop communication and raise awareness among employees regarding the procedures and rights of whistleblowers, as well as to improve the collection of data and statistics on complaints to monitor status, analyze trends, and continuously enhance the efficiency of complaint management.

Governance of Risk and Management Compliance

Enhancing business continuity management

Srinanaporn Marketing Public Company Limited operates in the manufacturing and distribution of consumer goods, heavily relying on the continuity of production processes, logistics, and critical information technology systems. In case of unexpected disruption, without supporting plan, might severely impact production, distribution, revenue, and customer confidence. Consequently, Business Continuity Management (BCM) is a crucial mechanism for building organizational stability and resilience especially in a high-risk environment such as natural disasters, technological failures, cyber incidents, economic uncertainty, and supply chain disruptions.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has developed,reviewed,and conducted drills for its Business Continuity Plan (BCP) and crisis response protocols.	In Progress	In Progress	Success	In Progress	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Prepare and conduct the annul review of the business continuity management plan.	In Progress	In Progress	Success	In Progress	In Progress
Organize Crisis Management Drills	In Progress	In Progress	Success	In Progress	In Progress
1. By 2028, the Company will be fully prepared to manage all forms of disruption through a comprehensive and tested Business Continuity Management System (BCMS), aligned with ISO 22301 and ready for formal certification. The BCMS will cover critical operations, including manufacturing, distribution, supply chain, IT and key support systems, distribution centers, core functions, and essential business partners.	Processing	Processing	Success	-	Under process

Progress description

The company is currently developing and reviewing its Business Continuity Plan (BCP), as well as preparing for plan testing and crisis management drills, to enhance its readiness in managing business disruptions and to develop its business continuity management system in accordance with ISO 22301 standards as planned.

Strategic Initiative

Strategic Initiative 1 : 1. Establishment of Business Continuity Management framework (BCM Governance & Analysis)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Clear BCM governance structure with baseline data to support BCP and DRP development • All critical processes identified with defined RTO and RPO	Work is underway to establish the BCM governance structure and collect baseline data for the development of BCP and DRP, including the identification of critical processes and the determination of RTO/RPO, in order to systematically lay the foundation for the company's business continuity management system.

Strategic Initiative 2 : 1.1. Develop BCM Policy, Framework, and Governance Structure (BC Governance)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Established BCM Policy, Charter, Committee, and clear roles and responsibilities. • Business units understand their roles during crisis situations.	Currently in the process of developing the BCM Policy and defining the governance structure, including the roles and responsibilities of personnel involved in crisis management. It is scheduled to be submitted to the Board of Directors for consideration and approval by November 2026.

Strategic Initiative 3 : 1.2. Conduct Business Impact Analysis (BIA) & BC Risk Assessment.

Status On track		
Year	Expected Outcomes	Actual Result
2026	- Identified all critical processes with defined RTO, RPO, and MBCO. - Established a Business Continuity Risk Register with Prioritized Risks.	Currently in the process of developing a Business Impact Analysis (BIA) and BC Risk Assessment to identify Critical Processes, define RTO/RPO and MBCO, establish a BC Risk Register, and prioritize risks (Prioritized Risks), with an anticipated completion by Q4/2026.

Strategic Initiative 4 : 2. Development and Testing of Business Continuity Plans (BCP, DRP & Emergency Response).

Status On track		
Year	Expected Outcomes	Actual Result
2026		The preparation and testing of BCP, DRP, and Emergency Response plans are scheduled for implementation in 2027. Currently, the company is in the process of developing BCM Governance and BIA, as well as identifying Critical Processes and defining RTO/RPO, to serve as a foundation for the subsequent development and testing of the plans.

Strategic Initiative 5 : 2.1. Develop BCP and Crisis Management Plans covering all critical functions.

Status On track		
Year	Expected Outcomes	Actual Result
2026		The development of BCP and Crisis Management Plans to cover all critical business functions is scheduled for implementation in 2027. Currently, the company is in the process of establishing BCM Governance and BIA, as well as defining the roles and responsibilities of relevant personnel in crisis situations. This will serve as a foundation for the subsequent development of plans, response and recovery mechanisms, and the Crisis Management Team.

Strategic Initiative 6 : 2.2. Develop Disaster Recovery Plan (DRP) and Conduct DR Site Testing.

Status On track		
Year	Expected Outcomes	Actual Result
2026		The development of the Disaster Recovery Plan (DRP) and Disaster Recovery (DR) Site testing is scheduled for implementation in 2027. Currently, the company is in the process of developing a Business Impact Analysis (BIA) and defining Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for critical processes and systems. This will serve as a foundation for the subsequent development of the DRP and DR Simulation testing.

Strategic Initiative 7 : 2.3. Develop Emergency Response Plan (ERP) for Factories and Warehouses.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The development of an Emergency Response Plan (ERP) for factories and warehouses is scheduled for implementation in 2027. Currently, the company is in the process of establishing BCM Governance and assessing business continuity risks, which will serve as a foundation for developing emergency response plans and preparing for subsequent drills and personnel training.

Strategic Initiative 8 : 2.4. Conduct BCP/DR Test: Tabletop >> Simulation >> Partial Recovery.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		BCP/DR testing is scheduled for implementation in 2027. Currently, the company is in the process of developing BCM Governance, BIA, and BC Risk Assessment, as well as defining Critical Processes and RTO/RPO, which will serve as a foundation for the subsequent development of plans and BCP/DR testing.

Strategic Initiative 9 : 3. BCMS Enhancement and ISO 22301 Certification Readiness

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The upgrade of the BCMS to comply with ISO 22301 standard is scheduled for implementation in 2028. Currently, the company is laying the groundwork for the system through the development of BCM Governance, BCM Policy, BIA, and BC Risk Assessment, including the definition of Critical Processes and RTO/RPO, to support the system upgrade and prepare for subsequent certification audits.

Strategic Initiative 10 : 3.1. Close BCM/DR Gaps and Enhance Processes in Line with ISO 22301.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Addressing BCM/DR gaps in accordance with ISO 22301 requirements is scheduled for completion in 2028. Currently, the company is in the process of developing the foundational elements of the BCMS.

Strategic Initiative 11 : 3.2. Conduct Internal Audit and Management Review in Accordance with ISO 22301

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The implementation of Internal Audit and Management Review in accordance with ISO 22301 requirements is scheduled for 2028. Currently, the company is in the process of laying the foundation and developing the BCMS to support internal audits, management reviews, and prepare for external audits in the next phase.

Strategic Initiative 12 : 3.3. Conduct Full-Scale BCP/DRP Test (War Room Exercise).

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The Full-Scale BCP/DRP test (War Room Exercise) is scheduled for implementation in 2028. Currently, the company is in the process of laying the foundation and developing the BCMS system to support the phased development and testing of BCP/DRP, and to prepare for enterprise-wide testing, including the storage of test records in the subsequent phase.

Enhancing governance of information security

Srinanaporn Marketing Public Company Limited (the “Company”) relies heavily on information technology across its core operations, increasing exposure to cybersecurity and data leakage risks that may significantly impact performance, reputation, and stakeholder confidence.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for information security governance.	In Progress	In Progress	Success	In Progress	In Progress
The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.	In Progress	In Progress	Success	In Progress	In Progress
Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies	In Progress	In Progress	Success	In Progress	In Progress
All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.	In Progress	In Progress	Success	In Progress	In Progress
Achieve ISO/IEC 27001:2022–certified information security	Processing	Processing	Success	-	In progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
for the Company’s IT systems, validated by an independent external auditor					

Progress description

The company is currently implementing its 3-year Information Security Governance Enhancement Plan (2026–2028) to strengthen the security of information technology systems, enhance cybersecurity risk management and data protection, and prepare the information security management system to comply with the ISO/IEC 27001:2022 standard. Overall, the implementation remains on track as planned.

In 2026, the company aims to lay the foundation for ISMS Foundation & Cyber Defense, covering the definition of the scope and responsibilities of the ISMS, the installation of threat detection and monitoring systems, the establishment of an information asset and risk register, cybersecurity awareness training and testing, the development of relevant policies and guidelines, as well as the development of incident management processes, business continuity and system recovery preparedness, and internal audits, to systematically establish the foundation for information security governance and control.

For the year 2027, the company expects to implement the Data Privacy, Third-Party Security & Resilience Uplift phase of the plan within the defined framework, focusing on enhancing the protection of personal data and critical business information, managing information security risks from partners and service providers, and expanding and testing the readiness of Business Continuity and Disaster Recovery to strengthen the ability to respond to and recover from information security incidents.

Given the progress of the plan, the company expects to undergo external verification for compliance with ISO/IEC 27001:2022 by an external agency in 2028 as scheduled, to confirm the readiness and effectiveness of the ISMS and aim for standard certification as per the defined goals. This will help enhance IT governance, reduce risks from cyber threats and data breaches, and build long-term confidence among stakeholders.

Strategic Initiative

Strategic Initiative 1 : 1. ISMS Foundation & Cyber Defense

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- ISMS established with defined scope, roles, and core processes in alignment with ISO/IEC 27001:2022, supported by practical cyber monitoring and defense tools. - Core documentation (Asset Register, Risk Register, SoA) in place as a governance baseline.	In the first 6 months of 2026, the company commenced the implementation of an Information Security Management System (ISMS) and enhanced its readiness for cyber threat monitoring and response according to the defined plan. This involved developing tools for monitoring and responding to cyber threats. The scope, roles, and responsibilities are currently being defined, the information asset register is being established, and risk assessments are being conducted. Additionally, relevant policies and control measures are being developed in accordance with ISO/IEC 27001:2022 guidelines, coupled with preparing systems for detecting, monitoring, and responding to cyber threats. Overall progress is in line with the established plan.

Strategic Initiative 2 : 1.1. Define ISMS Scope and Roles.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- ISMS scope covering critical systems (including ERP). - ISMS Committee and ISMS Manager/Owner formally appointed with clearly defined responsibilities.	The company has established the scope of ISMS to encompass the organization's critical systems and data, along with defining the roles and responsibilities of relevant personnel, to ensure clear and systematic information security management. The implementation has been successfully completed.

Strategic Initiative 3 : 1.2. Deploy EDR/XDR & Threat Intelligence.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Endpoints/ Servers equipped with behavior-based threat detection systems. - Alert and response playbooks established with defined SLA for incident handling.	The company has implemented and developed EDR/XDR systems and Threat Intelligence to enhance the efficiency of detecting, monitoring, and alerting abnormal behavior or cyber threats on endpoints and servers. Additionally, a notification and incident response guideline (Playbook) is being developed to systematically and promptly address threats. The implementation has been successfully completed.

Strategic Initiative 4 : 1.3. Establish Asset & Risk Register.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Comprehensive information asset inventory (data – systems - user accounts connectivity). - Risk Register including risk owners, control measures, and residual risk levels.	The company has completed the preparation of an Information Asset Register (Asset Register) to cover the organization's critical data, systems, user accounts, and connection channels, concurrently with the preparation of an Information Risk Register (Risk Register) to identify and assess risks, assign responsibilities and appropriate control measures, and evaluate the risk level after control. The operation has been successfully completed.

Strategic Initiative 5 : 1.4. Awareness Training / Phishing Test.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Employees complete cybersecurity awareness training and meet required benchmarks . - Phishing click rates reduced in line with annual targets.	During the first 6 months of 2026, the company is implementing training and raising cybersecurity awareness among employees, concurrently preparing for simulated Phishing tests to assess employees' knowledge, understanding, and ability to respond to cyber threats. The results are continuously monitored to improve communication and enhance Cybersecurity awareness. The operation is progressing according to the established plan.

Strategic Initiative 6 : 1.5. Policy/SOP & Statement of Applicability (SoA).

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Core policies and SOPs (e.g., Access Control, Backup, Patch, BYOD, Logging, Change, Supplier) established. - SoA mapping Annex A 93 controls with justification and supporting evidence.	The company has developed and reviewed its information security policies, procedures, and operational processes to encompass key issues. This was conducted in conjunction with the preparation of the Statement of Applicability (SoA) to align with the control measures stipulated by ISO/IEC 27001:2022. The implementation has progressed as planned and has now been successfully completed.

Strategic Initiative 7 : 1.6. Incident/Monitoring.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Incident process established Detect > Triage > Contain > Eradicate > Recover > Learn. - Outcome (2) KPI/SLA reporting (Mean Time to Detect/Respond) with documented evidence.	The company operates concurrently with 1.2 Deploy EDR/XDR & Threat Intelligence, managed by a professional 24/7 monitoring team. This process is aligned with the principles of proactive detection, monitoring, and prevention. The operation has been successfully completed.

Strategic Initiative 8 : 1.7. BC/DR (RTO/RPO & Initial Testing).

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Defined RTO/RPO for critical systems with initial test plan. - Partial recovery testing completed with improvement actions identified.	The company operates concurrently with 1.2 Deploy EDR/XDR & Threat Intelligence, configures RTO/RPO for critical systems, and has a plan for quarterly system backup data testing and a simulated recovery test plan. The operations have been successfully completed.

Strategic Initiative 9 : 1.8. ISMS Internal Audit (First Round)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Audit findings and CAPA documented. - High/Critical gaps closed prior to management review.	During the first 6 months of 2026, the company is preparing for the initial Information Security Management System (ISMS) Internal Audit. This audit aims to assess operational compliance with specified requirements and control measures, as well as to prepare processes for identifying deficiencies and observations. Furthermore, corrective and preventive actions (CAPA) will be developed for identified issues, with an emphasis on resolving high-risk and critical issues prior to management review. Overall, the operations are progressing according to the established plan.

Strategic Initiative 10 : 2. Data Privacy, Third-Party Security & Resilience Uplift

Status On track		
Year	Expected Outcomes	Actual Result
2026		Following the establishment of the ISMS foundation in 2026, the company anticipates entering the Data Privacy, Third-Party Security & Resilience Uplift phase in 2027 as planned. This initiative aims to enhance the protection of personal data and critical business information, manage risks associated with external service providers and partners, and strengthen business continuity and system recovery capabilities, thereby elevating comprehensive information security management.

Strategic Initiative 11 : 2.1. Data Privacy (PDPA/DLP).

Status On track		
Year	Expected Outcomes	Actual Result
2026		The Company anticipates enhancing its personal data management to comply with PDPA, alongside developing Data Loss Prevention (DLP) measures. This will encompass the creation of Data Mapping, the establishment of data retention and destruction criteria, and the implementation of data control measures across critical channels. These initiatives are expected to be completed as planned by 2027.

Strategic Initiative 12 : 2.2. Incident/Monitoring (Privacy & Data Loss).

Status On track		
Year	Expected Outcomes	Actual Result
2026		The company expects to develop processes for monitoring and responding to incidents related to personal data and data loss or leakage. This will involve establishing guidelines for incident handling and reporting, as well as a system for monitoring data anomalies, to enable appropriate and systematic detection and management of such incidents. This is anticipated to be implemented according to the plan by 2027.

Strategic Initiative 13 : 2.3. Supplier/Vendor Security (First Round).

Status On track		
Year	Expected Outcomes	Actual Result
2026		The company expects to enhance information security risk management from external service providers and partners by establishing risk assessment and Due Diligence processes, as well as information security requirements in relevant contracts, to ensure systematic management of third-party risks, with implementation expected to be completed as planned by 2027.

Strategic Initiative 14 : 2.4. Supplier/Vendor Security (Round 2 – Monitoring/ Testing)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Following the initial assessment of service providers and partners, the company anticipates conducting further monitoring and evaluation. This will involve categorizing risk levels, establishing control measures commensurate with these risk levels, tracking the rectification of deficiencies, and conducting random tests for compliance with the stipulated measures. The objective is to ensure the continuous effectiveness of risk management pertaining to external service providers, with implementation expected to be completed as planned by 2027.

Strategic Initiative 15 : 2.5. BC/DR (Expansion & Testing).

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The company expects to build upon its BC/DR plan from the initial phase of operations by expanding the scope of testing to cover more critical systems and testing system recovery capabilities in line with RTO/RPO targets. The test results will be used to formulate an improvement plan to enhance readiness and resilience in responding to incidents that may impact business operations. This is expected to be implemented as planned by 2027.

Strategic Initiative 16 : 2.6. ISMS Internal Audit (Mid-Cyfle)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		The company anticipates conducting a mid-term internal audit of the ISMS to evaluate the conformity and effectiveness of control measures in accordance with ISO/IEC 27001:2022, including PDPA and DLP operations. This process will also involve monitoring and resolving identified issues requiring improvement, thereby preparing for the external audit in the subsequent year. The completion of this initiative is projected to be in 2027, as per the established plan.

Strategic Initiative 17 : 3. External Verification conduct ISO/IEC 27001:2022 Certification Audit by an Independent External Body.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Based on the operations conducted in the previous phase, the company anticipates entering the ISO/IEC 27001:2022 compliance assessment phase by an external body (External Verification) in

Year	Expected Outcomes	Actual Result
		2028, as scheduled. An independent external body will conduct an assessment of the Information Security Management System (ISMS) to evaluate the compliance of the system, processes, and control measures related to the standard's requirements. Recommendations from this assessment will be continuously integrated to enhance the ISMS, with the objective of ensuring that the company's information security system meets established standards and can robustly support long-term business operations.

Quarterly update
Section 3
Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

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

URL Link to the Document : <https://investor.snp.co.th/storage/document/sustainability-reports/2024/environmental-performance-2025-en.pdf>



Srinanaporn Marketing Public Company Limited initiated the development of its organizational Greenhouse Gas (GHG) Inventory and plans to officially publish the report for the first time in 2026. The year 2022 has been designated as the base year for benchmarking and long-term tracking of greenhouse gas emission reduction performance. During the period 2022–2025, the Company engaged external consultants with technical expertise to support the calculation and preparation of its organizational greenhouse gas emissions data, covering relevant emission scopes in accordance with internationally recognized standards. This approach ensures the accuracy, completeness, and transparency of the reported information. Concurrently, the Company has established a capacity-building plan to enhance internal competencies, aiming to equip personnel with the necessary knowledge and skills to effectively collect, analyze, and manage greenhouse gas emissions data. The long-term objective is to strengthen internal capabilities and gradually transition from reliance on external consultants to in-house management of climate-related data. In addition, the Company plans to further develop its data management systems and internal control processes related to climate data to support reliable sustainability disclosures and alignment with relevant reporting requirements. These efforts also contribute to the effective management of climate-related risks and opportunities in the future.

Targets

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

Progress description

Srinanaporn Marketing Public Company Limited has prepared the organization's greenhouse gas inventory (Scope 1, 2, 3) using 2022 as the base year, with the following key plan details:

- 1.1 Collect and verify data for the preparation of the organization's greenhouse gas inventory.
- 1.2 Review and establish an appropriate Base Year to reflect the company's normal operational level and serve as a basis for effectively setting greenhouse gas reduction targets.
- 1.3 Disclose data in accordance with GRI Universal Standard 2021 (GRI 305) for at least the past 3 years to elevate the database to an international level.
- 1.4 The organization's greenhouse gas inventory has been verified by a third-party verifier registered with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO).

Operational results according to the organization's greenhouse gas inventory preparation plan (Scope 1, 2, 3), using 2022 as the base year.

1.1 The company has completed the collection, inspection, and verification of activity data leading to greenhouse gas emissions, covering Scope 1, Scope 2, and Scope 3 emissions for the 2025 fiscal year. This data can be used to prepare the organization's greenhouse gas inventory and register for certification with the Thailand Greenhouse Gas Management Organization (Public Organization). The Carbon Footprint for Organization certificate 2025 can be downloaded at: <https://investor.snp.co.th/storage/document/sustainability/environmental-dimensions/cfo-2025.pdf> The document was published and successfully registered on 15 May 2026.

1.2 The company has reviewed and designated 2022 as the Base Year for the organization's greenhouse gas inventory preparation, as it appropriately reflects the company's normal operational level and serves as a reference for setting an Absolute Target for greenhouse gas emission reduction. The target for Scope 1 and 2 greenhouse gas emissions is set not to exceed 32,068 tons of carbon dioxide equivalent by 2030, and it is also used as a basis for continuous monitoring and evaluation of climate change performance. <https://investor.snp.co.th/storage/document/sustainability/environmental-dimensions/snp-greenhouse-gas-emissions-reduction-pathway-en.pdf>

1.3 The company completed the disclosure of greenhouse gas inventory data in accordance with GRI Universal Standard 2021 (GRI 305) for at least the past 3 years on the company's website on March 31, 2026. Details can be accessed at: <https://investor.snp.co.th/storage/document/sustainability-reports/2024/environmental-performance-2025-en.pdf> Page 11

1.4 In 2026, the company completed the report on the measurement of Scope 1, 2, and 3 greenhouse gas emissions (greenhouse gas data for the 2025 fiscal year from January to December) and has successfully registered with the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. The Carbon Footprint for Organization certificate 2025 can be downloaded at: <https://investor.snp.co.th/storage/document/sustainability/environmental-dimensions/cfo-2025.pdf> The document was published and successfully registered on 15 May 2026.

Decarbonization

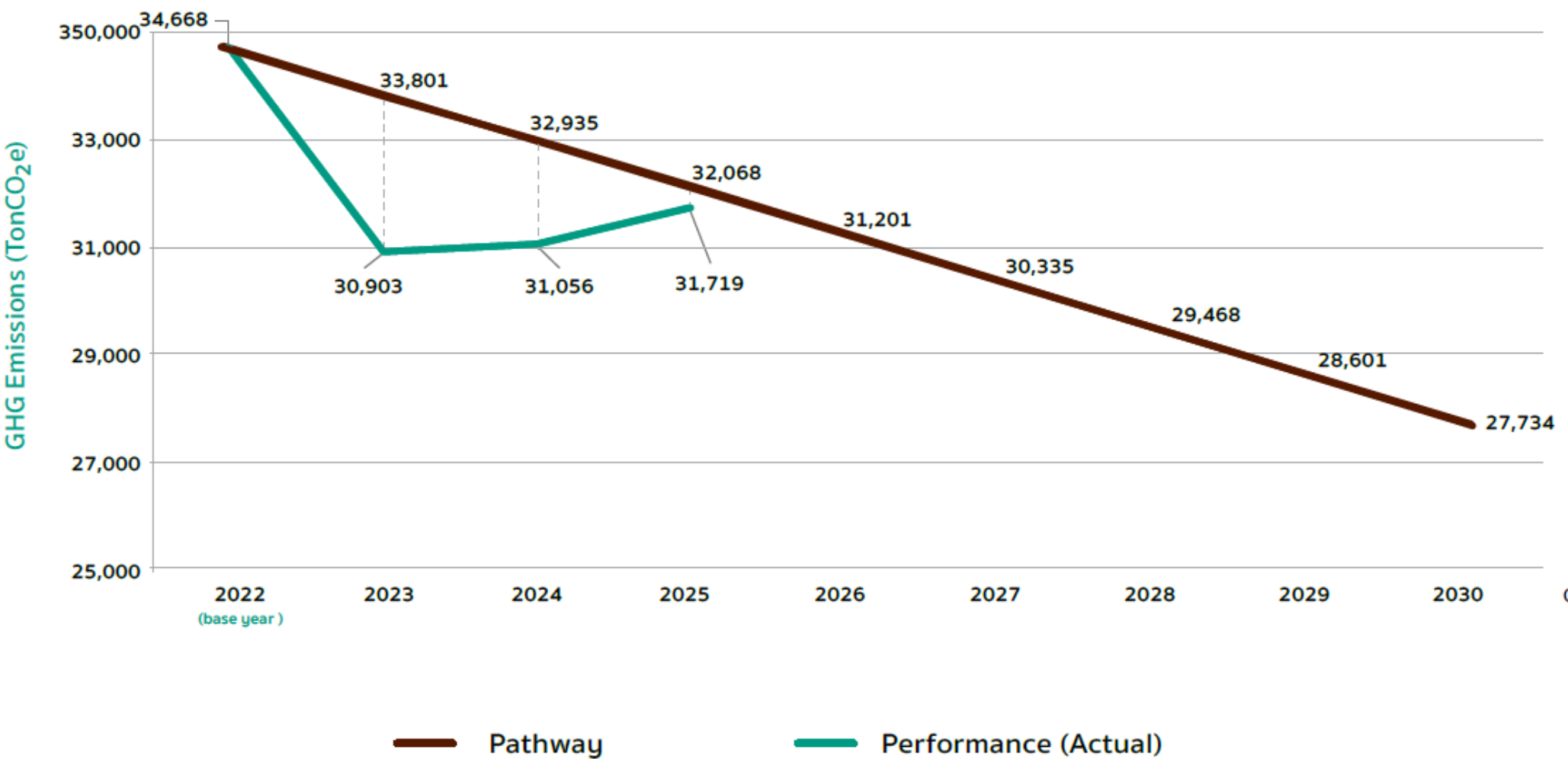
Srinanaporn Marketing Public Company Limited has established an absolute greenhouse gas (GHG) emissions reduction target to support the transition to a low-carbon economy, enhance competitiveness, and strengthen long-term business resilience. The year 2022 has been designated as the base year (certified by the CFO). The Company has set a target to reduce Scope 1 and Scope 2 greenhouse gas emissions by 20 percent by 2030 compared to the 2022 base year, which recorded total emissions of 34,668 tons of carbon dioxide equivalent (tCO₂e). In addition, the Company has set a target to reduce Scope 3 greenhouse gas emissions by 5 percent by 2030 from the same base year, which recorded emissions of 64,119 tons of carbon dioxide equivalent (tCO₂e). To achieve these targets, the Company has developed a GHG Reduction Roadmap covering the period 2023–2030, outlining a continuous annual reduction pathway to decrease Scope 1 and Scope 2 greenhouse gas emissions to approximately 27,734 tons of carbon dioxide equivalent by 2030.

Key initiatives under this roadmap include:

- Enhancing energy efficiency across production processes
- Investing in energy-saving technologies and process optimization
- Increasing the share of cleaner energy sources
- Reducing waste and improving cost efficiency
- Integrating GHG emissions data into capital allocation and strategic decision-making processes



Pathway to 20% GHG Reduction within 2030



The Company regularly monitors climate-related performance and integrates emissions data into its enterprise risk management framework to ensure alignment with long-term climate resilience objectives. These efforts also support transparent disclosures in accordance with relevant sustainability reporting standards, including IFRS S2.

Further details can be found in the Sustainability Report 2025 (B.E. 2568), pages 78–82.

Targets

Title	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)			Actual Greenhouse Gas Emission (tCO ₂ e)
	2022	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	34,668	3,467	4,333	5,200	In progress

Progress description

Srinanaporn Marketing Public Company Limited has designated 2022 as the base year for setting the organization's greenhouse gas reduction targets. This year appropriately reflects the company's normal operational level, thus serving as a suitable reference for setting Absolute Targets for greenhouse gas reduction and effectively monitoring climate change performance. The company aims to limit Scope 1 and 2 greenhouse gas emissions to no more than 32,068 tons of carbon dioxide equivalent by 2030. Furthermore, the company continuously publishes and updates information on its greenhouse gas reduction plan via its website. For more details, please refer to: <https://investor.snp.co.th/storage/document/sustainability/environmental-dimensions/snp-greenhouse-gas-emissions-reduction-pathway-th.pdf>

For the year 2025, Scope 1 and 2 greenhouse gas emissions totaled 31,719 tons of carbon dioxide equivalent, which is below the set Absolute Target, reflecting progress in implementing the company's greenhouse gas reduction plan. The greenhouse gas reduction results for 2026 will be reported, verified, and certified with the Thailand Greenhouse Gas Management Organization (Public Organization) in Q1 / 2027.

Strategic Initiative

Strategic Initiative 1 : 1. Prepare the organization’s greenhouse gas inventory (Scope 1, 2, and 3), designating 2022 as the base year. 2. Set Long-term GHG reduction targets and a Climate Action Plan 3. Introducing EV forklifts to partially replace diesel-powered forklifts. 4. Develop internal personnel capabilities in greenhouse gas inventory preparation.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Comprehensive and accurate greenhouse gas emissions data is available to serve as a baseline for target setting and long-term performance tracking. - Clear targets aligned with international trends and standards, supported by an actionable and measurable implementation plan. The data can be utilized to develop a GHG Pathway Reduction to support long-term emissions reduction planning. - Reduced reliance on fossil fuels and lower Scope 1 and Scope 2 GHG - Related staff possess the knowledge and understanding to effectively manage greenhouse gas emissions data.	- The company has collected, verified, and validated data on activities causing greenhouse gas emissions, covering Scope 1, Scope 2, and Scope 3 GHG emissions for the year 2025, which has been completed. This data can be used to prepare the organization's GHG inventory and registered for certification with the Thailand Greenhouse Gas Management Organization (Public Organization). The Carbon Footprint for Organization certificate 2025 can be downloaded at: https://investor.snp.co.th/storage/document/sustainability/environmental-dimensions/cfo-2025.pdf Document published and registered on May 15, 2026. - The company has designated 2022 as the base year to set an absolute target for greenhouse gas (GHG) emission reduction, aiming to limit Scope 1 and 2 GHG emissions to no more than 32,068 tons of carbon dioxide equivalent by

Year	Expected Outcomes	Actual Result
		2030. (Organizational GHG Emission Reduction Roadmap of 20% by 2030) For the year 2025, the company's total Scope 1 and 2 GHG emissions were 31,719 tons of carbon dioxide equivalent, which is below the set target. The operational results for 2026 will be reported, verified, and registered for certification with TGO in Q1 2027. • The company has reduced its energy consumption from fossil fuels by converting diesel-powered forklifts to electric forklifts, which can reduce greenhouse gas emissions by 82% compared to the 2023 base year, and is expected to be completed by Q4 2026. • The company has developed the capabilities of its personnel in Climate Change, with employees and executives participating in CFO, JUMP+ SET Carbon Masterclass, and Decarbonization Pathway courses. However, this capability development currently covers only a portion of the organization. Therefore, there is a plan to expand personnel development and appoint GHG Management coordinators covering the head office and factories, to support long-term data collection and Climate Change operations, covering all four head offices and factories in the next phase.

Strategic Initiative 2 : 1. Increase the use of EV forklifts in production processes and warehouse operations. 2. Improve energy efficiency and continuously monitor GHG reduction performance.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		• The company reduces energy consumption from fossil fuels by converting diesel engine forklifts to electric forklifts, which can reduce greenhouse gas emissions by 82% compared to the 2023 baseline and is expected to be completed by Q4 2026. • The company continuously monitors the results of greenhouse gas emission reductions and studies the feasibility of investing in and applying technology to enhance energy efficiency, such as an AI system for transformer management (AI Transformer Monitoring System).

Strategic Initiative 3 : 1. Enhance the efficiency of clean energy systems and electric vehicle utilization. 2. Integrating Scope 3 GHG reduction efforts with suppliers and across the supply chain. 3. Prepare data and disclosures in accordance with international standards, such as IFRS S2.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		• The company continuously converts diesel forklifts to electric forklifts, which can reduce greenhouse gas emissions

Year	Expected Outcomes	Actual Result
		by 82% compared to the 2023 baseline year, and is currently studying the application of technology to enhance energy efficiency, such as an AI system for transformer management (AI Transformer Monitoring System). • The company has prepared The greenhouse gas inventory covers Scope 3 greenhouse gas emissions. and integrated it as part of the organization's greenhouse gas reduction plan, while also commencing data collection from partners and the supply chain to serve as a basis for analyzing opportunities to reduce greenhouse gas emissions and defining future cooperation guidelines. • The company has updated its climate change database to align with international standards by establishing a new Base Year. Developed a Greenhouse Gas Emissions Reduction Pathway. and enhanced the disclosure of climate change information on the company's website in accordance with GRI Standards and IFRS S2 guidelines. For disclosure details, see page 11: https://investor.snp.co.th/storage/document/sustainability-reports/2024/environmental-performance-2025-en.pdf

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/SNNP0_JUMP%2B_Plan_Year_2026-2028_EN.pdf

