



JUMP+ Plan



SUNSWEEP PUBLIC COMPANY LIMITED

(SUN)

Year 2026 - 2028

This report was approved by the board of directors on 23/02/2026
and disseminated on 16/03/2026

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Agro & Food Industry / Food & Beverage

CG Report :

 SET ESG Ratings: **BBB**

Anti-Corruption Certification (CAC): -

Business Type

The company produces and distributes processed sweet corn and various processed agricultural products under its brand "KC" and customers' brand. The company also engages in sourcing and trading food and agricultural products.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	3,607.86	3,528.88	3,706.10	2,949.41
Expenses	3,436.24	3,184.56	3,275.87	2,750.86
Net Profit	179.09	293.92	357.38	125.12
Balance Sheet (MB)				
Assets	2,129.24	1,955.85	1,978.16	1,510.95
Liabilities	719.37	570.28	611.31	372.48
Shareholders' Equity	1,409.87	1,385.57	1,366.85	1,138.46
Cash Flow (MB)				
Operating	214.69	376.15	72.15	474.46
Investing	-205.75	-164.27	-250.99	-138.57
Financing	-12.63	-201.44	-22.98	-113.55
Financial Ratio				
EPS (Baht)	0.23	0.38	0.55	0.19
GP Margin (%)	15.59	20.03	20.66	16.35
NP Margin (%)	4.96	8.33	9.64	4.24
D/E Ratio (Times)	0.51	0.41	0.45	0.33
ROE (%)	12.81	21.36	28.53	10.97
ROA (%)	10.56	18.31	23.57	10.33

JUMP+ Plan

Business Plan

Target in 2028

Revenue from sales	5,000-6,000 Million baht
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : Enhance business growth both domestic and international market



Governance Plan

1. Enhancing the competency and performance of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Strengthening emerging risk oversight practices

Climate Action Plan

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

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Revenue from sales (Million baht)	3,696.55	3,514.72	3,592.44	5,000-6,000

To be a business leader in green agricultural products in both domestic and international markets by strengthening market penetration, delivering consistent and reliable quality and quantity at competitive prices, and offering customised product solutions tailored to customer needs. To continuously enhance the Companys operational excellence through technology adoption and ongoing efficiency improvements.

Growth plan/Increase business value

Strategic Plan : Enhance business growth both domestic and international market

- Expand international market by introducing complementary product lines, e.g. canned coconut milk and canned pineapple, to broaden market coverage and increase revenue diversification
- Expand international market presence by introducing Tetra Recart packaging, improving logistics efficiency, to enhance competitiveness in high-value export destinations, e.g. Europe, The U.S., Japan, Korea
- Strengthen the domestic B2C market by launching new product in collaboration with key partners
- Accelerate the domestic B2B market by expanding customer acquisition in HORECA and food industrial customers

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

- Growth
- Profitability & Efficiency

Targets

• Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue From Operations (MILLION BAHT)	3,514.72	3,592.44	4,000-4,500	4,500-5,000	5,000-6,000

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Develop new corn and non-corn products using Tetra Pak packaging	2026	<ul style="list-style-type: none"> • Complete installation and testing of the Tetra Recart production line within 2026 • Revenue THB 25 Mn • New product development 2 SKUs
	2027	<ul style="list-style-type: none"> • Revenue THB 190 Mn • New product development 1 SKU

Strategic Initiative	Year	Expected Outcomes
Extend the shelf-life of Ready-to-Eat products for export	2028	<ul style="list-style-type: none"> Revenue THB 280 Mn New product development 1 SKU
	2026	<ul style="list-style-type: none"> Revenue THB 50 Mn RTE proportion in international sales increase from 0% to 2%
	2027	<ul style="list-style-type: none"> Revenue THB 80 Mn Achieve 1% - 2% contribution of RTE products to international sales
Invest in spiral freezer machines to improve operational efficiency	2028	<ul style="list-style-type: none"> Revenue THB 100 Mn Maintain RTE proportion at 1% to 2% of total international sales
	2026	<ul style="list-style-type: none"> Successfully complete the installation of the first machine¹ within 2026 Achieve a 50% utilisation rate for the first machine Revenue THB 50 Mn Frozen production capacity increased
	2027	<ul style="list-style-type: none"> Achieve a 100% utilisation rate for the first machine Revenue THB 100 Mn Frozen production capacity increased
	2028	<ul style="list-style-type: none"> Successfully complete the installation of the second machine within 2028 Achieve a 50% utilisation rate for the second machine Revenue THB 150 Mn Frozen production capacity increased

Risk Management

Risk 1 : Risk of machine breakdown

- **Risk Characteristic**

The new Tetra Recart machine may experience operational breakdowns during production.

- **Risk Impact**

Machine downtime can disrupt production, delay order delivery, and cause financial losses due to halted operations.

- **Risk Management Measures**

Implement a preventive maintenance programme to reduce machine failures. Establish a maintenance support agreement with partners or equipment suppliers to ensure timely repairs and technical assistance.

Risk 2 : Risk of instability in raw material supply

- **Risk Characteristic**

The company relies primarily on agricultural raw materials, which may be affected by fluctuations in crop yields and climate change, including rising temperatures and unpredictable weather conditions. These factors may result in uncertainty in both the quantity and quality of raw materials, potentially affecting the continuity of supply for the production process.

- **Risk Impact**

- Shortages of raw materials may disrupt production operations
- The company may be unable to fulfill customer orders as scheduled
- Potential impact on customer confidence and the company's competitiveness

- **Risk Management Measures**

- Support and expand contract farming programs to ensure a stable and continuous supply of raw materials
- Diversify sourcing channels, including procurement from non-contracted farmers or unaffected regions
- Maintain proactive communication with customers in case of potential supply constraints

Risk 3 : Risk of volatility in foreign exchange rate

- **Risk Characteristic**

Foreign exchange rate volatility can directly impact pricing and revenue.

- **Risk Impact**

Foreign exchange rate volatility may lead to lower revenues, higher costs, and margin erosion.

- **Risk Management Measures**

- Implement forward contracts to manage exposure to currency fluctuations.
- Negotiate to receive payments in THB or in lower-volatility currencies e.g., RMB.

Risk 4 : Risk of production disruptions due to natural disasters

- **Risk Characteristic**

Natural disasters such as floods may interrupt the production process.

- **Risk Impact**

This could result in production line disruptions and reduced operational efficiency.

- **Risk Management Measures**

- Construct flood barriers to minimize flood impact.

Risk 5 : Geopolitical Risk and International Political Conflicts

- **Risk Characteristic**

Geopolitical tensions and international political conflicts may disrupt global supply chains, leading to uncertainties in the procurement of raw materials, packaging, and other key production inputs. Such situations may also contribute to increased costs related to energy, transportation, and logistics.

- **Risk Impact**

- Shortages of certain raw materials, packaging materials, or production inputs, or increases in procurement costs
- Higher energy and transportation costs resulting from global market volatility
- Potential disruptions to production operations and the company's ability to deliver products to customers as scheduled

• Risk Management Measures

- Closely monitor geopolitical developments and global economic conditions to assess potential impacts on the company's operations
 - Coordinate with the Supply Chain team to enhance supply chain planning and maintain procurement flexibility
 - Regularly review and adjust sourcing, procurement, and logistics strategies to ensure continuity of production and timely product delivery to customers
-

Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

This strategic plan aims to enhance governance effectiveness by conducting regular Board performance assessments, identifying improvement areas, and promoting continuous development in alignment with best practices.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company engages external consultants to support the development of the Board's evaluation framework and to provide recommendations for the Boards performance assessment	Not Started	-	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Engage external advisors to define guidelines and provide recommendations on Board performance evaluation	2026	<ul style="list-style-type: none"> Not Applicable
	2027	<ul style="list-style-type: none"> Develop written policies and documentation related to Board assessment, encompassing directors profiles, code of conduct, business ethics, policies and documents concerning the evaluation of the Board of Directors, sub-committees, and senior management, as well as the remuneration structure and other requirements specified by the Board and its sub-committees. Obtain approval for all policies/documents from the Companys Board of Directors.
	2028	<ul style="list-style-type: none"> Engage external advisors to provide recommendations on matters related to the performance evaluation of the Board of Directors. Implement agreed improvement according to the recommendations.

Risk Management

Risk 1 : Possible gaps in understanding of Board assessment objectives and process

- Risk Characteristic**

Possible gaps in understanding of the Board assessment objectives and processes among Board members may result in inconsistencies in the Board performance evaluation process, which could affect the effectiveness of the evaluation and its alignment with the organizations governance objectives and best practices.

• **Risk Impact**

Potential inconsistencies in evaluation, affecting governance effectiveness

• **Risk Management Measures**

- Communicate objectives and benefits to all Board members
- Engage external experts to ensure alignment with best practices

Risk 2 : Limited willingness among Board members to participate in the assessment

• **Risk Characteristic**

Limited willingness among Board members to participate in the Board performance assessment may result in incomplete input to the evaluation process, which could affect the effectiveness of the assessment and its ability to support governance improvement and accountability at the Board level.

• **Risk Impact**

Reduced availability of insights, which may affect improvement efforts

• **Risk Management Measures**

- Communicate objectives and benefits to all Board members
- Foster a culture of transparency and continuous improvement
- Include assessment participation as part of governance policy

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

This strategic plan aims to strengthen a transparent and credible governance framework to prevent corruption by regularly reviewing internal policies, fostering a culture of integrity, seeking national anti-corruption certification, and becoming SEDEX member.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	Success
• An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines	In Progress	Success	Success	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	In Progress	In Progress	Success	Success

Topic	Current Status	Targets		
		2026	2027	2028
• The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	In Progress	Success	Success	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Signatory	In the process of applying for certification.	Certified
Achieve Sedex (Supplier Ethical Data Exchange) certification	-	Success	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes	
Develop policy & procedures with BOD approval	2026	<ul style="list-style-type: none"> Develop written policies and guidelines related to anti-corruption, covering definitions of corruption, human resources management reflecting commitment to anti-corruption measures, and penalties as well as other requirements specified by the CAC. Obtain approval for all policies/guidelines from the Company's Board of Directors. 	
	2027	<ul style="list-style-type: none"> Regularly monitor to ensure that policies/procedures remain up-to-date and in compliance with CAC requirements. 	
	2028	<ul style="list-style-type: none"> Regularly monitor to ensure that policies/procedures remain up-to-date and in compliance with CAC requirements. 	
Conduct internal audit to assess implementation, report result to BOD, clear action for wrongdoing	2026	<ul style="list-style-type: none"> Implement anti-corruption policies and related procedures. Conduct internal audit reviews in accordance with the approved audit plan to assess anti-corruption measures and other procedures as required by CAC. Discuss with business owners to develop improvement and remediation plans if any violations or observations are identified during the audit. Report to the Audit Committee / Board of Directors at least once a year. 	
		2027	<ul style="list-style-type: none"> Implement anti-corruption policies and related procedures. Conduct internal audit reviews in accordance with the approved audit plan to assess anti-corruption measures and other procedures as required by CAC. Discuss with business owners to develop improvement and remediation plans if any violations or observations are identified during the audit. Report to the Audit Committee / Board of Directors at least once a year.
			<ul style="list-style-type: none"> Implement anti-corruption policies and related procedures.
	2028	<ul style="list-style-type: none"> Implement anti-corruption policies and related procedures. 	

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> • Conduct internal audit reviews in accordance with the approved audit plan to assess anti-corruption measures and other procedures as required by CAC. • Discuss with business owners to develop improvement and remediation plans if any violations or observations are identified during the audit. • Report to the Audit Committee / Board of Directors at least once a year.
Review policy and procedures with BOD at least annually	2026	<ul style="list-style-type: none"> • Review and revise anti-corruption policy and related procedures annually to ensure compliance with the CAC requirements. • Obtain approval of the revised policies from the Companys Board of Directors.
	2027	<ul style="list-style-type: none"> • Review and revise anti-corruption policy and related procedures annually to ensure compliance with the CAC requirements. • Obtain approval of the revised policies from the Companys Board of Directors.
	2028	<ul style="list-style-type: none"> • Review and revise anti-corruption policy and related procedures annually to ensure compliance with the CAC requirements. • Obtain approval of the revised policies from the Companys Board of Directors.
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	2026	<ul style="list-style-type: none"> • Collect data and discuss/facilitate workshops with management and risk owners to assess the Companys corruption risks in accordance with CAC requirements. • Communicate anti-corruption policies and related procedures to internal and external stakeholders. • Conduct trainings on anti-corruption policies and related procedures for new employees, current employees, executives, and board members. • Continuous implementation of whistleblowing activities. • Consider the appointment of external consultants to support CAC assessment submission or act as independent reviewers, if necessary. • Obtain CAC certification and become a CAC certified member. • Gather supporting document to prepare for certification application and submit required documents for certification.
	2027	<ul style="list-style-type: none"> • Continuous implementation of CAC requirements.
	2028	<ul style="list-style-type: none"> • Continuous implementation of CAC requirements.
Achieve Sedex (Supplier Ethical Data Exchange) certification	2026	<ul style="list-style-type: none"> • Keep up-to-date with the SEDEX principles and requirements. • Continuous implementation and improvement of SEDEX. • Conduct regular internal audits and employee trainings.
	2027	<ul style="list-style-type: none"> • Keep up-to-date with the SEDEX principles and requirements. • Continuous implementation and improvement of SEDEX.

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> • Conduct regular internal audits and employee trainings. • Keep up-to-date with the SEDEX principles and requirements. • Continuous implementation and improvement of SEDEX. • Conduct regular internal audits and employee trainings.

Risk Management

Risk 1 : Potential gaps in understanding the SET submission requirements for CAC

- **Risk Characteristic**

Potential gaps in understanding the SET submission requirements for CAC may lead to errors or the need for additional clarification during the document preparation and submission process. This could result in delays in the certification or submission timeline.

- **Risk Impact**

May result in additional clarification requests or a longer review timeline from the CAC

- **Risk Management Measures**

- Consider increasing resources or hiring external consultants to support
- Attend CAC trainings to gain knowledge on CAC requirements
- Monthly monitoring and reporting of CAC progress

Risk 2 : Possible emergence of unfavorable news during the CAC certification process

- **Risk Characteristic**

Possible emergence of unfavorable news during the CAC certification process may affect stakeholder confidence and the Company's credibility during the certification period.

- **Risk Impact**

Could lead to additional review considerations or extended processing time, with some impact on stakeholder confidence

- **Risk Management Measures**

Continuous monitoring news related to the Company, if news arises, official and transparent internal investigation, with a written conclusion and disciplinary action must be conducted and formally explained to the CAC

Risk 3 : Identified gaps or findings to SEDEX requirements during an audit

- **Risk Characteristic**

Delays in closing SEDEX audit findings may lead to continued non-compliance with SEDEX requirements during the audit process.

- **Risk Impact**

May require corrective actions and process improvements to address the identified gaps or findings

- **Risk Management Measures**

- Continuous improvement and monitoring
- Conduct regular internal audit and employee training
- Establish a clear corrective action plans

Governance of Risk and Management Compliance

Strengthening emerging risk oversight practices

This strategic plan aims to strengthen organizational resilience and risk preparedness by identifying emerging threats, assessing potential impacts, and implementing proactive measures to mitigate vulnerabilities and ensure business continuity.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for managing emerging risks.	Not Started	In Progress	In Progress	Success
• Conduct an analysis to identify and assess a minimum of three emerging risks with potential business impact.	Not Started	-	In Progress	Success
• Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans	Not Started	-	In Progress	Success
• Engagement of senior management in the tracking and decision processes related to emerging risks.	Not Started	-	In Progress	Success
KRI	-	Not Started	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Identify and conduct an analysis of no fewer than three emerging risks anticipated to have an impact on the business	2026	<ul style="list-style-type: none"> • Not Applicable
	2027	<ul style="list-style-type: none"> • Identify at least three emerging risks by researching industry risks and benchmarking against competitors. • Define and conduct workshops with risk owners and the management team, covering at least three emerging risk topics.
	2028	<ul style="list-style-type: none"> • Identify at least three emerging risks by researching industry risks and benchmarking against competitors. • Define and conduct workshops with risk owners and the management team, covering at least three emerging risk topics.
Scenario analysis and mitigation plans have been established for all identified emerging risks	2026	<ul style="list-style-type: none"> • Not Applicable
	2027	<ul style="list-style-type: none"> • Conduct workshops with risk owners / management teams covering scenario analysis, risk identification, group sharing, and development of mitigation plans. • Consolidate information and develop a risk register with mitigation plans. • Prepare an Enterprise Risk Management (ERM) report with mitigation plans.
	2028	<ul style="list-style-type: none"> • Conduct workshops with risk owners / management teams covering scenario analysis, risk identification, group sharing, and development of mitigation plans.

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> • Consolidate information and develop a risk register with mitigation plans. • Prepare an Enterprise Risk Management (ERM) report with mitigation plans.
Senior management involvement in monitoring and decision-making regarding emerging risks	2026	<ul style="list-style-type: none"> • Not Applicable
	2027	<ul style="list-style-type: none"> • Extend invitations to senior management to participate in workshops aimed at sharing and consolidating insights on emerging risks, existing controls, and mitigation plans. • Review and approve emerging risks together with finalized mitigation plans for inclusion in the ERM report. • Review and monitor implementation improvements in accordance with the recommendations outlined in the ERM report.
	2028	<ul style="list-style-type: none"> • Extend invitations to senior management to participate in workshops aimed at sharing and consolidating insights on emerging risks, existing controls, and mitigation plans. • Review and approve emerging risks together with finalized mitigation plans for inclusion in the ERM report. • Review and monitor implementation improvements in accordance with the recommendations outlined in the ERM report.
Establish and implement Key Risk Indicators (KRIs) to monitor and respond to the companys emerging risk	2026	<ul style="list-style-type: none"> • Not Applicable
	2027	<ul style="list-style-type: none"> • Develop KRI criteria and thresholds related to emerging risks • Assign risk owners to monitor KRIs and set reporting frequency • Monitor KRIs on a regular basis • Report to the RMC and the Board quarterly or as needed
	2028	<ul style="list-style-type: none"> • Develop KRI criteria and thresholds related to emerging risks • Assign risk owners to monitor KRIs and set reporting frequency • Monitor KRIs on a regular basis • Report to the RMC and the Board quarterly or as needed

Risk Management

Risk 1 : Potential gaps in emerging risk reporting accuracy or completeness

• **Risk Characteristic**

Potential gaps in the accuracy or completeness of emerging risk reporting may limit managements access to timely and reliable information needed to anticipate evolving risks, which could affect strategic decision-making and organizational resilience.

• **Risk Impact**

Possible reduction in the organizations ability to respond promptly to emerging trends

- **Risk Management Measures**

- Assign clear ownership within Risk Management or Compliance teams
- Conduct periodic horizon scanning and scenario analysis

Risk 2 : Limited Board visibility on potential implications of emerging risks

- **Risk Characteristic**

Limited Board visibility on the potential implications of emerging risks may affect the Boards ability to adequately consider such risks in strategic discussions and oversight, which could impact the alignment between risk management and the organizations strategic objectives.

- **Risk Impact**

Potential delays in strategic response to key risk developments

- **Risk Management Measures**

- Communicate emerging risk objectives and benefits to Board
 - Include emerging risk updates in regular Board agendas
 - Provide training on risk trends and governance best practices
-

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://sunsweetthai.com/Financial%20information.html>



The Company has conducted an assessment of its Carbon Footprint for Organization (CFO) since 2021, in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization). The Company systematically collects and reports data on greenhouse gas emissions and removals, covering emission sources under Scope 1 and Scope 2 . The reported information has been verified and certified by an accredited external verification body, ensuring accuracy, transparency, and alignment with recognized greenhouse gas management standards.

Targets

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

Remark : The organizational boundary for greenhouse gas data reporting covers the Companys operational facilities, including the factory, office buildings, production buildings, boiler facilities, warehouses, biogas production project area, as well as rented warehouses and office spaces.

Decarbonization

The company is implementing and developing a climate change strategy in alignment with internationally recognized standards and frameworks. These initiatives support the Companys commitment to sustainable business operations, align with the pathway toward Net Zero, and facilitate the long-term transition to a low-carbon business model with the following measures.

- Improve the production process
- Use technology to help reduce greenhouse gas emissions
- Promote energy efficiency

Targets

Topic	GHG emissions in the base year (tCOe)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2021	2026	2027	2028
Greenhouse gas emission reduction volume	11,833	9%	10%	11%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Installation of a solar power system with approximately 330 kWp on the roofs of the office building (KC Building), production facilities, and the Ready-to-Eat storage building (Mini Factory2) to reduce greenhouse gas emissions	2026	<ul style="list-style-type: none"> The company will select and appoint qualified contractors to design and install a solar power system suitable for the building structure and available roof area of the production facilities and warehouses. Carry out system installation, testing, and obtain all required permits and approvals for grid connection and operation within 2026, enabling commercial operation according to the plan. Prepare a report on installation results and submit it to the Board of Directors, including an assessment of energy generation efficiency and an estimation of greenhouse gas emission reductions achieved by substituting grid electricity with solar energy.
	2027	<ul style="list-style-type: none"> Continuously monitor and evaluate system performance by collecting monthly data on electricity generated (kWh), energy cost savings (THB), and the amount of greenhouse gas emissions reduced (tCOe). Analyze operational performance against targets and prepare a summary report on system efficiency for submission to the Board of Directors. Prepare a summary report of operational results for use in sustainability disclosures and reporting to stakeholders, including relevant external agencies.
	2028	<ul style="list-style-type: none"> Conduct inspections, maintenance, and system improvements in accordance with the annual Preventive Maintenance Plan to maintain and enhance maximum energy generation efficiency. Analyze cumulative greenhouse gas emission reductions achieved from solar energy usage over the first three years, along with an assessment of economic feasibility and potential for expanding system installation to additional areas. Prepare a three-year project performance summary report and propose development or project extension guidelines to increase the organizations share of clean energy in the long term.

Risk Management

Risk 1 : Environmental and International Carbon Regulation Risk

- Risk Characteristic**

The vegetable and fruit processing industry involves energy-intensive production processes and may therefore be affected by increasingly stringent environmental regulations and carbon pricing mechanisms, particularly in key export markets such as the European Union. These regulations include mandatory greenhouse gas (GHG) reporting, the Emissions Trading Scheme (ETS), and the Carbon Border Adjustment Mechanism (CBAM). Such measures may increase costs arising from direct energy consumption in production as well as indirect costs across the supply chain, including transportation, packaging, and agricultural inputs.

- **Risk Impact**

- Increased production and energy costs
- Additional costs related to GHG monitoring, reporting, and verification
- Higher supply chain costs, including logistics, packaging, and raw materials
- Potential impact on price competitiveness in export markets
- Additional capital investment required to improve energy efficiency and reduce carbon emissions

- **Risk Management Measures**

- Improve energy efficiency and reduce fossil fuel consumption in production processes
- Increase the use of renewable energy such as solar rooftop systems and biogas
- Establish systematic monitoring and reporting of energy consumption and GHG emissions
- Assess regulatory impacts and incorporate carbon cost considerations into pricing and investment planning

Risk 2 : Technology Disruption

- **Risk Characteristic**

SUNs business faces risks from technological changes due to the trend of adopting digital technologies to improve production efficiency, reduce carbon emissions, and implement automation in processing and transportation. This also includes the development of new technologies for traceability and sustainability. If SUN fails to adapt to these technologies, it may lose competitiveness and face stricter ESG and sustainability regulations.

- **Risk Impact**

- Increased expenses from investing in new technologies or loss of revenue if demand for traditional products declines.
- Production processes and supply chains must be adapted to align with new technologies.
- Failure to adapt may damage ESG reputation and erode investor confidence.
- New technologies may become mandatory under stricter carbon and sustainability regulations.

- **Risk Management Measures**

- Enhance production processes by adopting appropriate and cost-effective technologies, building on existing systems.
- Utilize technology to improve efficiency, reduce waste, and lower energy consumption.
- Continuously develop employee capabilities in technology and environmental management.
- Evaluate technology investments based on both financial returns and environmental impact.

Risk 3 : Shift in market preferences

- **Risk Characteristic**

Consumers and global buyers are increasingly shifting toward sustainable, low-carbon, and ethically sourced food products. Sunsweet, operating in food processing and agriculture, must adapt to these changing preferences to maintain competitiveness and meet export requirements.

- **Risk Impact**

- Need to reformulate products or adopt sustainable sourcing practices
- Increased costs for certifications (e.g., organic, carbon-neutral) and compliance
- Potential loss of market share if sustainability expectations are unmet
- Opportunity to enhance brand reputation and access premium markets
- Investment required in marketing and supply chain transparency

- **Risk Management Measures**

- Develop products and packaging that support sustainability objectives, including low-carbon and recyclable solutions.
- Maintain internationally recognized food safety and quality standards.
- Communicate sustainability attributes based on verifiable and measurable data.
- Focus on expanding into domestic and international markets with strong ESG expectations.

Risk 4 : Biogas Production Consistency Risk

- **Risk Characteristic**

The company's biogas production relies on by-products generated from its manufacturing processes. Fluctuations or shortages in the availability of such by-products may affect the continuity and consistency of biogas production.

- **Risk Impact**

- Inability to generate electricity from biogas as planned
- Increased reliance on electricity from external power sources, which may lead to higher energy costs

- **Risk Management Measures**

- Plan and promote upstream raw material cultivation to ensure a stable and continuous supply of inputs for the production process
- Monitor and manage the availability of by-products to support consistent biogas production

Risk 5 : Engineering Factors Affecting the Success of solar power system Installation Projects

- **Risk Characteristic**

Projects such as solar power system installation and energy efficiency improvement initiatives may experience delays due to several factors, including engineering design and approval processes, equipment procurement, regulatory permitting, and limitations related to contractors and installation capacity.

- **Risk Impact**

Project delays may prevent the Company from achieving its planned reductions in greenhouse gas emissions and electricity consumption (Scope 2). This could result in the Company being unable to meet its carbon management and greenhouse gas reduction targets as planned. In addition, such delays may affect the Company's sustainability image and the confidence of stakeholders who place importance on low-carbon business operations.

- **Risk Management Measures**

- Develop a structured project implementation plan, with clearly defined timelines and progress indicators.
 - Select experienced contractors or service providers with strong technical capabilities.
 - Regularly monitor project progress and report updates to management.
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