



JUMP+ Plan



T.M.C. INDUSTRIAL PUBLIC COMPANY LIMITED (TMC)

Year 2026 - 2028

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Industrial

CG Report : 

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

The Company engage in the manufacturing and distribution of high quality hydraulic machines such as hydraulic press, crane, and handling equipment, maintenance service and metal machining service, mechanical press machine and automation system design for manufacturing.

Financial Statement

Year	2024	2023	2022	2021
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Income Statement (MB)

Revenues	278.40	338.11	364.09	303.74
Expenses	286.50	321.52	258.24	333.97
Net Profit	-29.27	14.74	266.64	-41.02

Balance Sheet (MB)

Assets	684.56	735.84	734.53	709.12
Liabilities	89.68	118.81	139.37	380.59
Shareholders' Equity	594.88	617.03	595.16	328.52

Cash Flow (MB)

Operating	-37.91	-11.04	28.72	-31.61
Investing	36.15	-10.51	314.60	3.34
Financing	-2.96	6.75	-245.04	15.76

Financial Ratio

EPS (Baht)	-0.06	0.03	0.58	-0.09
GP Margin (%)	16.66	18.51	21.78	10.29
NP Margin (%)	-10.51	4.36	73.24	-13.51
D/E Ratio (Times)	0.15	0.19	0.23	1.16
ROE (%)	-4.83	2.43	57.73	-11.74
ROA (%)	-4.01	2.40	38.42	-4.21

JUMP+ Plan

Business Plan

Target in 2028

EBITDA	40 Million Baht
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. "TMC" Drive+ Plan: Driving revenue with the power of innovation and technology

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts

2. Enhancing whistleblowing mechanisms

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

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

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Section 1

Business Plan

Business Plan

Target in 2028

	YE/2022	YE/2023	YE/2024	Target in 2028
EBITDA (Million Baht)	299.04	28.45	-13846.75	40

Reflecting the expansion of the business through an increase in revenue compared to the previous period and the ability to expand into the market, reflecting the strong ability of the business to generate revenue and the future growth trend.

Measuring the change in the net profit of the organization compared to the previous period reflects the ability of the organization to increase profit after deducting all expenses, including strategic adjustments to generate revenue or control costs, and the organization's long-term competitiveness.

Growth plan/Increase business value

"TMC" Drive+ Plan: Driving revenue with the power of innovation and technology

Aim to generate income by driving the organization "Drive+" with innovation and technology with a quality team to create sustainable sales "Innovative Accelerate Achieve" Focus: Using innovation and technology to help increase sales efficiency, creating added value from products, after-sales service and production processes.

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

- Growth

Targets

Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	9M/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	-17.66	-14.81	5	7	9
Net Profit Growth (%) YoY Growth Rate	-298.66	10.96	5	7	9

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Newly developed original products New Products	2026	<ul style="list-style-type: none">• Increase total sales by 5% year-on-year.• Expand the customer base, particularly those previously disinterested in older products.• Increase repeat purchase rates.• Increase the proportion of revenue from new products by at least 5%

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> • Increase new product sales by at least 7%. • Increase total product sales by at least 7% from the previous year.
	2028	<ul style="list-style-type: none"> • Increase sales by at least 9% compared to the previous year. • Increase total product sales by at least 9% compared to the previous year.

Risk Management

Risk 1

High investment in technology and innovation but unable to generate sales as planned

Risk Characteristic

- Investing in technology that doesn't align with market or customer needs.
- Developing innovations that are too complex, causing customers to misunderstand their benefits.
- Overestimating market demand, resulting in sales not meeting targets.
- High R&D and technology costs, but low adoption rates.
- Lack of a clear marketing strategy and value proposition.
- Competitors are able to bring products to market faster or at more competitive prices.

Risk Impact

- Sales fell short of targets, resulting in revenue not meeting business plans.
- Technology investments were unprofitable, resulting in cost overruns and sunk costs.
- Profit margins declined due to high technology costs.
- Market opportunities were lost to competitors with better market insights.

Risk Management

- Market research to confirm the technology's real demand.
- Conduct a feasibility study and cost-benefit analysis before approving investment.
- Test the product with real customers (Pilot Test / Prototype / MVP).
- Assess the organization's readiness in terms of personnel, technology, and external partners.
- Set measurable success KPIs such as conversion rate and time-to-market.
- Train the sales team about the technology (Technical Sales Training).
- Develop a segment-based marketing plan.
- Enhance the product to better meet user needs.
- Adjust the pricing strategy or create packages for easy access.
- Expand business partnerships (Partners / Channels) to reduce sales costs.
- Review the R&D budget to allocate it according to revenue generation potential.

Section 2

Governance Plan

Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company aims to foster a culture of transparency and integrity by encouraging personnel at all levels to operate with honesty and integrity and adhere to business ethics. This includes fostering awareness in all sectors to elevate the organization to become a model of sustainable transparency and good governance.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none">An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines	In Progress	In Progress	Success	Success
<ul style="list-style-type: none">The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence	In Progress	In Progress	Success	Success
<ul style="list-style-type: none">The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	In Progress	Success	Success	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	Certified	Certified	Certified
Report incidents or suspected incidents of serious corruption, illegal practices or other irregularities that may significantly affect the Company's reputation and financial position to the Board of Directors on a quarterly basis.	-	Success	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review the anti-corruption policy and practices to the Board of Directors at least once a year.	2026	<ul style="list-style-type: none">Policies and procedures are reviewed annually and submitted to the Board for approval.≥ 95% of employees have completed training or are aware of the revised policies.

Strategic Initiative	Year	Expected Outcomes
Certified Thai Private Sector Collective Action Against Corruption (CAC) by the Thai Institute of Directors Association (Thai IOD).	2027	<ul style="list-style-type: none"> • Policies have been updated to align with CAC requirements and new laws. • All new employees undergo 100% anti-corruption training during the orientation program.
	2028	<ul style="list-style-type: none"> • Align policies with international guidelines and recommendations from the IOD. • Develop anti-corruption guidelines for business partners/suppliers.
	2026	<ul style="list-style-type: none"> • Established a CAC working group and completed a Gap Analysis. • Supporting documents and evidence will be ready for submission for CAC certification by the end of 2026. • Received CAC certification from the Thai Institute of Directors Association (IOD).
	2027	<ul style="list-style-type: none"> • Publish the anti-corruption policy on the organization's website and communicate it to the public.
	2028	<ul style="list-style-type: none"> • Maintained CAC certification status (passed certification renewal assessment). • Exchanging knowledge with the CAC partner organization network. • Recognized as a "Model Transparent Organization" within the industry.
Report serious corruption/illegal activity/irregularities	2026	<ul style="list-style-type: none"> • A quarterly reporting system for serious incidents has been established. • All suspected cases of corruption are investigated and reported to the committee within 30 days.
	2027	<ul style="list-style-type: none"> • An online whistleblowing system is available and connected to the Internal Audit Department. • Reports to the Board of Directors on fraud investigations every quarter. • No fraud incidents have a significant impact on the Company's financial position.
	2028	<ul style="list-style-type: none"> • An Early Warning System detects unusual transactions in ≥80% of cases. • A comprehensive annual report summarizing the fraud situation and risk trends is presented to the Board of Directors. • The company has been assessed as a "Transparent Organization" by an external agency.

Risk Management

Risk 1

Bribery or conflict of interest

Risk Characteristic

1. Compliance Risk
 - 1.1. This may violate anti-bribery laws, such as the United States' Anti-Corruption Act 1999 (FCPA) and the UK Bribery Act.
 - 1.2. This could result in fines or criminal prosecution for the company.
 - 1.3. Employees may face disciplinary action or termination.
2. Reputational Risk
 - 2.1. Being accused or found guilty of bribery can lower the confidence of customers, business partners, and investors.
 - 2.2. An organization may be disqualified from participating in government projects or procurement programs.
3. Financial Risk
 - 3.1. Bribery expenses are non-deductible expenses.
 - 3.2. This may lead to undocumented cash payments or "gray accounts," which compromise financial transparency.
 - 3.3. This risks the loss of corporate assets.
4. Conflict of Interest Risk
 - 4.1. Employees or executives have personal interests that conflict with the organization's interests, such as:
 - 4.2. Receiving high-value gifts from business partners
 - 4.3. Having a stake in a competitor or a contracting company
 - 4.4. May lead to non-transparent decisions or favoring a particular individual
5. Internal Control Risk
 - 5.1. Lack of control and audit systems, such as:
 - 5.2. No clear expense approval procedures.
 - 5.3. No audit of business partner relationships.
 - 5.4. This results in gaps in bribery that goes undetected.
6. HR / Ethical Risk
 - 6.1. An unethical corporate culture may lead employees to believe that "bribes are normal."
 - 6.2. Lack of training on ethics and conflicts of interest.

Risk Impact

1. Legal Impact
 - 1.1. Organizations and their executives may be prosecuted under the Anti-Corruption Act B.E. 2542 or international anti-bribery laws (e.g. FCPA, UK Bribery Act).
 - 1.2. Significant civil or criminal fines may be imposed.
 - 1.3. Employees involved may be fired or imprisoned.
 - 1.4. Organizations may be disqualified from participating in government or private programs.
2. Reputational Impact
 - 2.1. The confidence of customers, investors, and the public is immediately diminished.
 - 2.2. The media's dissemination of news stories damages the organization's image.
 - 2.3. It makes it difficult to form new business partnerships.

- 2.4. The trust of society and government agencies is lost.
- 3. Financial Impact
 - 3.1. Loss of money from unrecorded bribes.
 - 3.2. Investigation, audit, and litigation costs.
 - 3.3. Lost income from contract termination or cancellation.
 - 3.4. The company's stock value and financial credibility are diminished.
- 4. Operational Impact
 - 4.1. Projects or contracts obtained without transparency may be canceled.
 - 4.2. Business disruption during an investigation or audit.
 - 4.3. Management wastes time and resources in clarifying and correcting issues.
- 5. Organizational / HR Impact
 - 5.1. Employee morale plummets due to a perceived lack of transparency within the organization.
 - 5.2. A corporate culture emerges where corruption is tolerated.
 - 5.3. Good employees may leave because they don't want to work in a dishonest environment.
- 6. Internal Control Impact
 - 6.1. The reliability of internal control systems has decreased.
 - 6.2. There are gaps in document verification or expense approval.
 - 6.3. Internal Audit

Risk Management

- 1. Preventive Measures
 - 1.1. Anti-Bribery Policy
 - 1.2. Code of Conduct
 - 1.3. Training & Awareness
 - 1.4. Transparent partner/contractor selection system
 - 1.5. Internal Control
- 2. Detective Measures
 - 2.1. Whistleblowing Channel
 - 2.2. Internal Audit
- 3. Improvement Measures
 - 3.1. Review policies and practices annually.
 - 3.2. Monitor and evaluate the effectiveness of measures.
 - 3.3. Integrity Culture

Enhancing whistleblowing mechanisms

The Company is committed to fostering a culture of transparency and accountability by encouraging employees and stakeholders to express constructive concerns about impropriety through a fair and safe whistleblowing system. This aims to prevent and investigate potential violations of the law and ethics, leading to transparent and sustainable management.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	In Progress	Success	Success	Success
<ul style="list-style-type: none"> The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors 	Complete	-	-	-
<ul style="list-style-type: none"> Appointment of an impartial recipient for whistleblowing reports. 	Complete	-	-	-
<ul style="list-style-type: none"> All complaints are thoroughly investigated,and outcomes are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence. 	Complete	-	-	-
<ul style="list-style-type: none"> The whistleblowing policy and procedures reviewed by the Board of Directors at least annually. 	In Progress	Success	Success	Success
Steps for preparing and improving the policy plan to raise the level of whistleblowing.	-	In Progress	Success	Success
Steps for developing and improving the efficiency of the whistleblowing system.	-	Not Started	In Progress	Success
Develop and expand whistleblowing channels	-	Not Started	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Developing and improving the efficiency of the whistleblowing system	2026	<ul style="list-style-type: none"> Study best practice whistleblowing systems (e.g., IOD, CAC). Design a whistleblowing system structure that covers various channels, such as email, website forms, hotlines, and third-party providers. Establish data confidentiality levels and whistleblower protection measures (Data Security & Anonymity Protocol). The whistleblowing system structure and process must be approved by the committee by 2026. At least three official whistleblowing channels must be in place.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> • Officially launch the whistleblowing system and publicize it to employees and stakeholders. • Establish a Case Intake Team and an Investigation Committee. • Implement a Case Tracking System that can report on the status of reports in real time. • Conduct a Security & Confidentiality Test by the IT department and internal auditors. • Aim for 90% of the online whistleblowing system to be operational by 2027.
	2028	<ul style="list-style-type: none"> • Integrate the whistleblowing system with the Enterprise Risk Management (ERM) system • Develop a centralized Whistleblowing Dashboard for the Audit Committee. • Conduct a System Audit by internal or external agencies. • Integrate the Whistleblowing system with the Dashboard by 2028. • 100% operational online Whistleblowing system by 2027. • No data breaches or disclosures of whistleblower information.
	2026	<ul style="list-style-type: none"> • Review existing channels and design ways to expand into new channels (email, complaint box, website, hotline). • Develop a standardized "Whistleblowing Form" and complaint handling process across the organization. • Assign a responsible person for each channel (Whistleblowing Channel Owner). • Test the security and privacy of existing channels.
	2027	<ul style="list-style-type: none"> • Launched the Whistleblowing Online Portal / QR Code / Hotline system for employees and business partners. • The system supports anonymous reporting and has a tracking system. • Promoted whistleblowing channels via internal media (Intranet / Email / Poster). • ≥ 90% of employees know and understand the whistleblowing process.

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none">• Link data from the Online Whistleblowing System with the Risk Management Database (ERM Dashboard) to analyze risk trends.• Improve data security systems (Data Encryption / Access Control) to comply with CAC guidelines.• Evaluate the effectiveness of the whistleblowing channels annually.• Ensure there are no incidents of whistleblower data leaks or unauthorized access.

Risk Management

Risk 1

Employees witness wrongdoing or corruption but do not report the information to the company. There are no measures to protect the informant and no measures to punish the perpetrators of corruption.

Risk Characteristic

- Employees are unaware of their duty to report information.
- Employees are aware of their duty to report information, but they ignore it because they believe it is not relevant to them.
- Employees are unaware of the dangers they face if others discover they are the whistleblowers.

Risk Impact

- Employees intentionally misuse their profession or position, misuse company property or resources for personal gain, or sell them to outside parties, resulting in loss or damage to company property.
- Employees use company time to engage in other work for personal gain, or secretly accept work from company customers, even though it is part of their job.
- Employees transfer work to competitors from company customers to gain benefits from them, resulting in lost sales revenue or customer service.
- Employees are afraid to report the incident, leading to unresolved corruption within the company, impacting the company's image and financial value.

Risk Management

- Establish a complaints process.
- Establish measures and channels for reporting clues or complaints about corruption.
- Establish procedures for reporting clues or complaints and fact-finding investigations.
- Communicate the complaints process, measures and channels for reporting clues or complaints about corruption, and the procedures for reporting clues or complaints and fact-finding investigations to directors, executives, and employees.

Governance of Risk and Management Compliance

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

The Company is committed to developing and enhancing a systematic, transparent, and efficient succession plan to ensure continuity of management and reduce the risk of key personnel shortages. This focus is placed on identifying high-potential individuals. This ensures the organization has knowledgeable and capable personnel ready to succeed to key positions and promotes a continuous and sustainable organizational learning culture.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a succession plan for the President & CEO, senior executives, and key position holders.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance, and specifying essential competencies for each position. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Identification and assessment of high-potential employees for future key roles. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Development of Individual Development Plans 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Monitor IDP progress and evaluate the overall effectiveness of the succession plan, ensuring key role incumbents participate in and complete essential training and skill development. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company. 	In Progress	In Progress	Success	Success
Succession Policy & Framework Development	-	In Progress	Success	Success
Identify & Assess Critical Positions	-	In Progress	Success	Success
Identify Successor Candidates & Talent Pool	-	In Progress	Success	Success
Successor Development Program	-	Not Started	In Progress	Success
Monitoring & Reporting System	-	Not Started	In Progress	Success
Sustainability & Governance Enhancement	-	Not Started	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
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Strategic Initiative	Year	Expected Outcomes
Enhancing succession plan for the CEO, executives, and personnel in key positions	2026	<ul style="list-style-type: none"> • Succession Policy covering the CEO, executives, and key positions. • Succession Governance Structure and responsible persons at each level, such as the Nomination Committee (NRC), Human Resources, and Succession Committee. • Develop a Succession Planning Framework Manual to serve as a central standard for the organization. • Establish successor selection criteria. • Identify at least 70% of potential candidates for each key position.
	2027	<ul style="list-style-type: none"> • Implement approved policies and management frameworks across all departments. • Organize training/meetings to clarify roles of middle managers and supervisors in the succession plan. • Integrate the succession plan into the Human Resource Management System (HR System), such as talent development planning and performance evaluation. • Report performance to the NRC at least once a year. • ≥ 90% of target employees have completed the succession policy briefing. • ≥ 80% of all units implement the guidelines in the manual. • 100% of key positions have a list of successors. • The Talent Pool database is developed and operational by 2027. • Report successor identification results to the Board at least once a year.
	2028	<ul style="list-style-type: none"> • Review and update the policy to align with the Corporate Governance (CGR) approach and ESG (Human Resource) practices. • Conduct an internal audit review of policy implementation. • Publish the succession policy and guidelines in the annual report/sustainability report. • Prepare for certification or assessment of HR (HRD/CGR) awards. • The policy will be updated and publicly disseminated by 2028. • The automated reporting system linked to HRIS/ERM will be completed by 2028. • The annual succession report will be disclosed in the sustainability report.

Strategic Initiative	Year	Expected Outcomes
Sustainability & Governance Enhancement	2026	<ul style="list-style-type: none"> • Study relevant guidelines and standards, such as the CG Code, ESG Principles, and Human Resource Planning. • Develop a "Succession Sustainability Roadmap." • Organize a workshop to enhance senior executives' understanding of the link between succession and ESG and corporate governance. • Initiate data collection and sustainability KPIs for human resource management.
	2027	<ul style="list-style-type: none"> • Integrate succession planning into the organization's strategic workforce planning. • Integrate succession planning with executive performance evaluation and compensation management (Remuneration & Reward). • Prepare succession and ESG performance reports for submission to the Corporate Governance Committee (CG Committee). • Initiate data collection for participation in the CG Scoring and HRD Excellence Award.
	2028	<ul style="list-style-type: none"> • Improve succession policies and practices to align with the CG Code and the latest ESG guidelines. • Publish information on succession and corporate sustainability in the annual report and Sustainability Report. • Create a corporate culture of "Leadership for Sustainability."

Risk Management

Risk 1

Lack of specialized personnel

Risk Characteristic

- There is no succession plan for specialized personnel.
- There is no transfer of knowledge gained through experience into manuals or work standards.
- The existing manuals and standards are not implemented in actual work processes.

Risk Impact

- Confidence in products and quality has decreased.
- This results in a lack of continuous product improvement.
- This can lead to inaccurate problem analysis processes and impact work processes.

Risk Management

- Create a succession plan at the department level and above.
- Create a succession plan for personnel with specialized knowledge.
- Create a training plan for tasks requiring specialized expertise.

- Create an operational manual, ensure it is updated, and provide training.
- Create a specialized training plan for personnel in specific positions.
- Create a master training program.
- Create multi-skilled training.
- Increase job-specific skills training by external agencies.

Risk 2

Retaining talented personnel within the organization

Risk Characteristic

- A training and development plan has been developed but not implemented as planned.
- There is no consistent knowledge base adjustment prior to skill enhancement.
- There is a lack of ongoing assessment of work skills to identify areas for enhancing skills relevant to actual work.

Risk Impact

- Employees lack up-to-date knowledge and skills.
- No work performance certificates are available to secure employment.

Risk Management

- A training plan is developed for each department.
- Review job descriptions to develop consistent training plans.
- Keep a record of training history to track and provide relevant training courses to individuals.
- Compile job skills data for each position.
- Develop a job skills training plan.
- Set criteria for ongoing job skills testing at specified intervals.
- Successor & Talent
- Create successors for key positions, such as department managers and above.
- Develop a plan for high-risk positions and a skill matrix.
- Enhance the skills of sales admin staff to perform duties in place of salespeople.
- Brand Loyalty

Section 3

Climate Action Plan

Climate Action Plan

Greenhouse gas inventory (GHG) plan

The Company has a plan for managing greenhouse gas emissions, collecting data, and reporting greenhouse gas emissions in accordance with international standards to reflect the environmental impact of the organization transparently and comprehensively across all activities in Scope 1 and Scope 2.

Targets

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	In Progress	Success	Success
Develop a Greenhouse Gas Emissions Reduction Plan (GHG Mitigation Plan)	In Progress	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Climate Action	2026	<ul style="list-style-type: none">Set up the system and start collecting data. Define the scope and appoint a working group. Start collecting data for Scope 1-2 and some parts of Scope 3.
	2027	<ul style="list-style-type: none">Complete data collection, calculation and verification, establish a base year.
	2028	<ul style="list-style-type: none">Reduce greenhouse gas emissions by at least 7% compared to the base year.
Develop a Greenhouse Gas Emissions Reduction Plan (GHG Mitigation Plan)	2026	<ul style="list-style-type: none">Analyze data from the GHG Inventory (Scope 1–2) to identify "Major Emission Sources."Study appropriate emission reduction measures, such as renewable energy use, energy efficiency improvements, waste management, and fossil fuel reduction.Establish a "GHG Reduction Target" of 7% within three years.Develop a GHG Mitigation Master Plan.
	2027	<ul style="list-style-type: none">Implement measures specified in the plan to reduce emissions by 7% within 3 years. <ul style="list-style-type: none">Replace with high-efficiency machinery.Reduce diesel consumption / Replace with electric vehicles (EVs).Manage waste to energy.Develop a "GHG Reduction Monitoring System."Report emissions reduction results to management and the Sustainability Committee every 6 months.

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> Evaluate performance against GHG reduction targets (GHG Reduction Performance Review). Develop a "Carbon Management Roadmap" to prepare for Net Zero/Carbon Neutrality goals. Study the feasibility of carbon offset projects. Publish results in a Sustainability Report.

Risk Management

Risk 1

Greenhouse gas emission data (GHG Inventory) is incomplete.

Risk Characteristic

Lack of expertise in data collection, which may not cover all reportable activities.

Risk Impact

Incorrect reporting information affects credibility.

Risk Management

- Develop a data collection manual.
- Provide training to responsible department personnel.
- Use a program to calculate and report data.

Attachment

Attachment

Attachment

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/TMC/1765186002876.pdf>

