



JUMP+ Plan



THAI NIPPON RUBBER INDUSTRY PUBLIC COMPANY LIMITED

(TNR)

Year 2026 - 2028

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and disseminated on 13/03/2026

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SET

Consumer Products / Personal Products & Pharmaceuticals

CG Report :

SET ESG Ratings: -

 Anti-Corruption Certification (CAC): **Yes**

Business Type

The Company and its subsidiary's businesses are comprises of: 1) Thai Nippon Rubber Industry PCL, manufactures and sells condoms and lubricants. 2) Box Asia Group International Co., Ltd., manufactures and sells paper packaging.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	1,860.79	2,111.59	1,965.35	1,990.67
Expenses	1,618.53	1,426.34	1,703.09	1,677.13
Net Profit	134.02	533.03	202.01	262.31
Balance Sheet (MB)				
Assets	2,525.11	2,194.87	1,802.58	1,771.47
Liabilities	1,290.90	866.38	842.07	837.12
Shareholders' Equity	1,234.21	1,328.48	960.51	934.35
Cash Flow (MB)				
Operating	162.72	371.12	297.59	270.48
Investing	-108.78	-196.47	-72.62	-153.14
Financing	169.39	-140.55	-200.14	-91.93
Financial Ratio				
EPS (Baht)	0.45	1.78	0.67	0.87
GP Margin (%)	26.14	29.67	27.78	28.30
NP Margin (%)	7.20	25.24	10.28	13.18
D/E Ratio (Times)	1.05	0.65	0.88	0.90
ROE (%)	10.46	46.57	21.32	31.71
ROA (%)	7.72	32.83	13.59	18.33

JUMP+ Plan

Business Plan

Target in 2028

 EBITDA **517.00-571.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Investment in Machinery for New Product Development to Drive Growth ✔

Governance Plan

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

Climate Action Plan

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

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2022	YE/2023	YE/2024	Target in 2028
EBITDA (Million Baht)	409.68	347.33	767.66	517.00-571.00

The company is committed to developing and elevating its organizational capabilities from being a global leader in condom manufacturing to becoming one of the key players in the global sexual wellness market, through continuous innovation to create products that meet the needs of modern consumers.

Growth plan/Increase business value

Strategic Plan: Investment in Machinery for New Product Development to Drive Growth

The company aims to enhance its revenue-generating capabilities and improve its gross profit margin through strategic investments in new machinery and advanced production technologies. These investments will support the manufacturing of high value-added products with increasing market demand, enabling the company to achieve sustainable and efficient growth while strengthening its competitive advantage in the market.

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

- Growth

Targets

Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	7.44	-11.88	เพิ่มขึ้นร้อยละ 8	เพิ่มขึ้นร้อยละ 9	เพิ่มขึ้นร้อยละ 11

Other Targets

Topic	Baseline	Targets		
	9M/2025	2026	2027	2028
Gross Profit Growth (%)	-24.88	Increase by 11%	Increase by 9%	Increase by 11%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Investment in Synthetic Condom Double Track Dipping Machine (1 unit)	2026	• Build and install the Synthetic Condom production line, expected to be completed by May and operated by early June.
	2027	• Increase production capacity with a target utilization rate of over 78%.

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> Expand international distribution channels and increase the proportion of new product revenue, contributing approximately 7% of total company revenue.
Investment in NR Condom Double Track Dipping Machine (2 units)	2026	<ul style="list-style-type: none"> Build and install the NR machines, expected to be completed by May and operated by June.
	2027	<ul style="list-style-type: none"> Increase production capacity with a target utilization rate of over 72%.
	2028	<ul style="list-style-type: none"> Expand international distribution channels and increase the proportion of new product revenue, contributing approximately 11% of total company revenue.
Investment in NR Condom Double Track Dipping Machine (1 unit)	2026	<ul style="list-style-type: none"> Design, test, and procure the NR machine, with construction scheduled to begin in November.
	2027	<ul style="list-style-type: none"> Build and install the NR machines, expected to be completed by April and operated by May.
	2028	<ul style="list-style-type: none"> Increase production capacity with a target utilization rate of over 72%.

Risk Management

Risk 1

Market and Demand Risk

Risk Characteristic

The company is exposed to potential risks arising from investments in innovations that may not align with consumer needs and preferences, coupled with the impact of intense market competition.

Risk Impact

- Sales were lower than expected, resulting in revenue not increasing as targeted.
- The Company may be unable to set selling prices as planned, resulting in the gross profit not increasing as targeted.

Risk Management Measures

- Develop a market-oriented strategy and integrate the concept of Customer-Centric Innovation as a key guideline for product development.
- Regularly review and assess market changes through the Risk Management Committee.

Risk 2

Production Process Risk

Risk Characteristic

New machinery may not operate at full efficiency or may experience delays in installation and system testing.

Risk Impact

- Delays in machine commissioning could result in the company's inability to launch new products as scheduled.
- Actual production costs may exceed initial estimates, leading to lower-than-expected profit margins.

Risk Management Measures

Establish clear operational plans and key milestones for each project phase to enable systematic progress monitoring and ensure timely implementation.

Risk 3

Regulatory and Certification Risks

Risk Characteristic

There is a potential risk of delays or failure in obtaining the necessary licenses or product registrations required for launching new products in both domestic and international markets.

Risk Impact

- The company may be unable to launch new products as planned.
- Delays in obtaining licenses could postpone product distribution, directly affecting sales performance.

Risk Management Measures

- Plan to obtain the required approvals in advance.
 - Collaborate proactively with local agents and authorized representatives in each target country to ensure that documentation and submission processes comply with regulatory requirements and are completed within the planned timeframe.
-

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

This initiative aims to establish a strong governance framework to combat all forms of corruption through the formulation, review, monitoring, and evaluation of compliance with internal policies and practices at least once a year. The company is also committed to fostering a culture of integrity and honesty among employees while pursuing national (CAC) and international (ISO) certifications to reinforce its dedication to ethical business conduct. These efforts are designed to build confidence and trust among investors and stakeholders, ensuring sustainable growth and long-term organizational resilience.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-
Certified by Sedex (Supplier Ethical Data Exchange)	-	Complete	Complete	Complete

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Certified by Sedex (Supplier Ethical Data Exchange)	2026	• Complete
	2027	• Complete
	2028	• Complete

Risk Management

Risk 1

Risk of Failing to Renew CAC Certification Within the Specified Timeframe

Risk Characteristic

The CAC certification is valid for three years and requires renewal at least three months before expiration. The risk arises from delays in the renewal process, insufficient coordination among responsible departments, or incomplete preparation of supporting information and documents.

Risk Impact

The company may fail to renew its CAC certification on time, which could result in the loss of certified status and potential removal from the CAC project database.

Risk Management Measures

- Establish a renewal action plan at least six months in advance and set a clear timeline for implementation.
- Assign a dedicated working team to oversee the renewal process and ensure compliance with the required standards and assessments.
- Conduct regular reviews and updates of relevant data and documents to ensure completeness, accuracy, and readiness for the CAC renewal process within the specified timeframe.

Risk 2

Risk of Failing to Obtain Sedex Certification

Risk Characteristic

Inadequate preparation of documentation and audit readiness may result in failure to meet the Sedex certification standards, which assess areas such as labor practices, health and safety, environment, and business ethics.

Risk Impact

The company may miss opportunities to enhance its reputation and credibility with international partners and customers. Failure to obtain Sedex certification could also negatively affect the company's sustainability image and stakeholder confidence.

Risk Management Measures

- Prepare relevant documentation and conduct internal assessments to obtain Sedex certification, while continuously monitoring improvements and ensuring timely renewal of certification.
- Assign a primary responsible officer to coordinate with related departments and monitor the progress of implementation.

Enhancing whistleblowing mechanisms

This plan aims to enhance the organization's whistleblowing and complaint reporting system to ensure efficiency, transparency, and protection for whistleblowers from retaliation or negative consequences. The objective is to establish multiple and confidential reporting channels that employees and stakeholders can trust, enabling them to report misconduct, misuse of internal information, or unethical behavior safely.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	Complete	-	-	-
<ul style="list-style-type: none"> The company has established a formal, written whistleblowing policy and procedures, which have been approved by the Board of Directors 	Complete	-	-	-
<ul style="list-style-type: none"> Appointment of an impartial recipient for whistleblowing reports. 	Complete	-	-	-
<ul style="list-style-type: none"> All complaints are thoroughly investigated, and outcomes are reported to the Board in a timely manner, with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence. 	Complete	-	-	-
<ul style="list-style-type: none"> The whistleblowing policy and procedures reviewed by the Board of Directors at least annually. 	Complete	-	-	-
Include additional content on whistleblowing in the training curriculum for new employees (Orientation), with a target for trainees to achieve a minimum assessment score of 70%.	-	In progress	Complete	Complete

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Enhance employee understanding of the whistleblowing and complaint reporting system by incorporating relevant content into the new employee orientation program. The target is for at least 70% of participants to achieve a satisfactory score on the post-training comprehension assessment.	2026	<ul style="list-style-type: none"> Develop and complete presentation materials on whistleblowing and misconduct reporting to be included in the new employee orientation program.
	2027	<ul style="list-style-type: none"> Implement the training program organization-wide to ensure all new employees receive formal orientation on whistleblowing procedures. The target is for at least 70% of participants to achieve a passing score on the comprehension assessment.
	2028	<ul style="list-style-type: none"> Review and update training content based on actual case studies and prepare a summary report to present to the Audit Committee and the Board of Directors (BOD).

Risk Management

Risk 1

Risk arising from employees lack of knowledge and understanding about the whistleblowing and complaint reporting process

Risk Characteristic

New employees or related personnel may not participate in the training or may not fully understand the importance of whistleblowing, resulting in limited awareness of the company's whistleblowing and business ethics principles.

Risk Impact

Insufficient understanding of the whistleblowing process may lead to employees failing to report misconduct or unethical behavior appropriately.

Risk Management Measures

- Include whistleblowing and misconduct reporting content in the new employee orientation program.
- Monitor evaluation results and provide refresher training for those who do not meet the minimum passing score of 70%.

Enhancing the prevention of insider information

This plan aims to strengthen corporate governance systems in controlling and preventing the misuse of inside information. It is designed to prevent the use of non-public information for personal or unlawful gain by directors, executives, employees, or other related parties who may have access to the company's confidential information.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	In Progress	Success	Success
• A Board-approved written policy on insider information prevention has been clearly defined and implemented	Complete	-	-	-
• A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy, with audits conducted at least annually.	Complete	-	-	-
• The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence	Not Started	In Progress	Success	Success
Enhance awareness regarding the prevention of insider trading by requiring all relevant persons to sign an acknowledgment. The Company targets 100% acknowledgment from all relevant personnel confirming that no securities trading has been conducted using inside information.	-	In Progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Monitoring and reporting plan on the implementation of the Insider Information Policy	2026	• 1) Review and revise the policy and procedures to align with the BODs resolutions and good corporate governance practices and establish a working committee responsible for monitoring and reporting on policy implementation. 2) Develop a standardized report template for submission to the BOD,

Strategic Initiative	Year	Expected Outcomes
		covering monitoring data, audit results, and identified cases of non-compliance.
	2027	<ul style="list-style-type: none"> 1) Collect and consolidate data on policy implementation from all departments. 2) Conduct internal audits and regular policy compliance assessments. 3) Summarize and present annual performance results to the BOD, including findings and recommendations for improvement. 4) Record feedback and recommendations from the BOD for future enhancement.
	2028	<ul style="list-style-type: none"> 1) Improve the monitoring process to ensure continuity and efficiency, such as preparing quarterly summary reports. 2) Implement corrective and preventive actions in response to identified cases of non-compliance. 3) Submit an annual report on policy implementation results and preventive measures to the BOD at least once a year.
2. Enhancing awareness regarding the prevention of insider information misuse by requiring all relevant parties to sign an acknowledgment.	2026	<ul style="list-style-type: none"> Develop a declaration form for employees to acknowledge non-engagement in insider trading or misuse of confidential information and integrate it into the new employee orientation program.
	2027	<ul style="list-style-type: none"> Ensure 100% of relevant employees complete and sign the declaration confirming non-engagement in insider trading or misuse of confidential information, with records maintained for compliance monitoring.
	2028	<ul style="list-style-type: none"> Prepare and submit a summary report on training outcomes and employee declaration compliance to the Audit Committee and the Board of Directors.

Risk Management

Risk 1

Risk from Inadequate Monitoring and Review of Policy Compliance

Risk Characteristic

Failure to consistently monitor and review compliance with the Insider Information Policy may lead to incomplete or irregular implementation, resulting in weak control systems and insufficient oversight.

Risk Impact

Ineffective control over insider information usage may lead to unauthorized use, lack of transparency, and damage to the organizations credibility and governance integrity.

Risk Management Measures

- Require annual monitoring and reporting to the Audit Committee at least once a year.
- Prepare summary reports and continuously review and update related procedures to ensure effective implementation.

Risk 2

Risk from Employees Lack of Awareness and Understanding of Insider Information Policy

Risk Characteristic

Employees may not attend or fully understand insider information protection training, leading to insufficient awareness of proper handling of confidential data or potential insider trading risks.

Risk Impact

Misuse of insider information, whether intentional or not, could lead to reputational damage, loss of stakeholder confidence, or even legal penalties.

Risk Management Measures

- Require all relevant employees to sign a declaration confirming non-engagement in insider trading or misuse of confidential information (target: 100% compliance).
 - Regularly review and update training materials annually to align with policy changes and strengthen internal awareness.
-

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

Attachments

URL Link to the Document : <https://tnr.listedcompany.com/misc/ar/20250320-tnr-ar2024-th.pdf>



Targets

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

Decarbonization

Thai Nippon Rubber Industry Public Company Limited (the Company) is committed to managing and reducing greenhouse gas emissions in a tangible and structured manner. The Company has developed the Decarbonization Plan and set a short-term target through 2030, aligned with Thailand's Nationally Determined Contribution (NDC 2.0) under the Paris Agreement, which aims to reduce national greenhouse gas emissions and support a sustainable transition toward a low-carbon economy. The plan encompasses the assessment of physical risks and transition risks that may arise from climate change and shifts in Thailand's environmental policies. It also includes the continuation of the solar rooftop installation project to increase the share of clean energy consumption and reduce dependence on fossil fuels, as well as the development of systems for monitoring, measuring and reporting greenhouse gas emissions. Furthermore, the Company places importance on transparent communication and will disclose relevant environmental information to stakeholders and the public. These initiatives form the strategic foundation for progressing toward the Company's Net Zero greenhouse gas emissions goal and strengthening its readiness to play a key role in driving Thailand toward a sustainable low-carbon economy in the long term.

Targets

Topic	GHG emissions in the base year (tCOe)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2024	2026	2027	2028
Greenhouse gas emission reduction volume	24,154	ลดการปล่อยก๊าซเรือนกระจก 2% เมื่อเทียบกับปีฐาน 2567 (Reduce GHG emissions by 2% compared	ลดการปล่อยก๊าซเรือนกระจก 5% เมื่อเทียบกับปีฐาน 2567 (Reduce GHG emissions by 5% compared	ลดการปล่อยก๊าซเรือนกระจก 9% เมื่อเทียบกับปีฐาน 2567 (Reduce GHG emissions by 9% compared

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2024	2026	2027	2028
		to the base year)	to the base year)	to the base year)

Remark : The Company aims to reduce greenhouse gas emissions by at least 30% by 2030, in alignment with Thailand's NDC 2.0 target.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. The expansion of solar rooftop installation to increase the proportion of clean energy consumption and reduce greenhouse gas emissions	2026	<ul style="list-style-type: none"> 1) Select contractors for the solar rooftop expansion project to reduce greenhouse gas emissions 2) Complete the installation of solar rooftop and commence operation 3) Prepare a summary report on the installation and present it to the Board of Directors
	2027	<ul style="list-style-type: none"> • Monitor and collect quarterly performance data of the solar system using key performance indicators (KPIs) such as electricity generated (kWh), electricity cost savings (THB) and greenhouse gas emission reductions (tCO₂e)
	2028	<ul style="list-style-type: none"> • Conduct annual inspection and maintenance of the solar system to ensure operational efficiency
2. Greenhouse Gas Management and Disclosure	2026	<ul style="list-style-type: none"> 1) Review and update the environmental policy to incorporate climate change response 2) Disclose the Company's Decarbonization Target and Climate Risk Assessment through the annual report and the Company's website 3) Establish a working group to monitor and report progress on greenhouse gas reduction, with clearly defined written responsibilities 4) Define a plan for monitoring and evaluating performance 5) Prepare the greenhouse gas inventory and verify data to ensure accuracy 6) Monitor the performance of greenhouse gas reduction projects
	2027	<ul style="list-style-type: none"> 1) Collect and monitor greenhouse gas reduction project performance on a continuous basis, if results do not meet the target, review and adjust the plan accordingly 2) Prepare the greenhouse gas inventory and verify data continuously to ensure accuracy 3) Prepare progress reports on the decarbonization plan and present them to the Board of Directors as appropriate
	2028	<ul style="list-style-type: none"> 1) Collect and monitor greenhouse gas reduction project performance on a continuous basis, if results do not meet the target, review and adjust the plan accordingly 2) Prepare the greenhouse gas inventory and verify data continuously to ensure accuracy 3) Prepare progress reports on the decarbonization plan and present them to the Board of Directors as appropriate 4) Disclose information on the decarbonization plan through the annual report and the Company's website

Risk Management

Risk 1

Risk of Natural Rubber Shortage

Risk Characteristic

The Company faces a significant risk related to the supply of natural rubber latex, which is the primary raw material used in the production of condoms. This risk arises from the high sensitivity of rubber plantations to external factors driven by climate change and global warming, such as rainfall variability, flooding, rising temperatures, drought and outbreaks of pests and plant diseases. These factors directly affect the quantity and quality of latex that farmers can supply, resulting in uncertainty and volatility in the raw material market.

Risk Impact

Uncertainty in the supply of natural rubber latex may significantly impact the Company's operations. Shortages or delays in sourcing raw materials may disrupt production continuity and create challenges for procurement planning. A decline in latex quality may also increase raw material costs required to maintain product standards. In addition, volatility in supply may affect long-term inventory management and production scheduling, requiring the Company to allocate resources and adjust production plans flexibly to mitigate disruptions to business continuity.

Risk Management Measures

Recognizing these potential risks, the Company manages them by closely monitoring market trends, including price and supply conditions, assessing raw material requirements for each production process and planning procurement at appropriate levels to support uninterrupted production. The Company also compares pricing, quality and commercial terms among multiple suppliers listed in the Approved Vendor List to reduce dependency on any single supplier, especially in cases where a production source cannot deliver materials on schedule. In addition, the Company will place importance on the procurement of natural rubber sourced from sustainably certified suppliers, such as those accredited under the Forest Stewardship Council (FSC). These measures help reduce the risk of production disruptions while continuously supporting the Company's sustainability objectives.

Risk 2

Risk from the Enforcement of the Climate Change Act

Risk Characteristic

The Ministry of Natural Resources and Environment has drafted the Climate Change Act to establish a clear legal framework for reducing greenhouse gas emissions and supporting the country's sustainable development and remains committed to driving the Act toward formal legal enforcement. As a result, the Company may face transitional risks as it adapts to the new requirements. Based on the public hearing draft of the Act, several key provisions may affect the Company's business operations, including:

- The establishment of sectoral greenhouse gas emission standards, under which the Company would be required to report annually verified greenhouse gas emissions.
- The promotion of a carbon market and the Emission Trading Scheme (ETS), under which the Company would receive emission allowances through government allocation or auction. If the Company emits less than the allocated allowances, the surplus can be sold in the carbon market for additional revenue or reserved for future use. Conversely, if the Company exceeds its allowances, it must surrender additional allowances equivalent to its actual emissions.
- The implementation of a cross-border carbon adjustment mechanism (Thailand CBAM) aimed at reducing emissions associated with imported goods. If the Company imports raw materials or products, it must register and submit verified greenhouse gas emission reports for those imported goods and may face price adjustments to reflect their social cost.

- The carbon tax, which is imposed on products manufactured and sold in order to reflect environmental management costs in accordance with the Polluter Pays Principle
- The establishment of a Climate Fund, which the Company may be eligible to access in the future if it undertakes green business initiatives aligned with the Funds support criteria.

Given these forthcoming changes, the Company must develop systematic adaptive measures across operations, finance and sustainability communications to comply with the Acts requirements. At the same time, this transition presents opportunities for investment in clean energy and low-carbon technologies that can help reduce long-term costs, improve production efficiency, generate revenue from the carbon market and enhance the Company's environmental responsibility and sustainability reputation.

Risk Impact

Based on the draft Climate Change Act, the Company faces risks related to both costs and compliance. The Company may be designated as an entity subject to the ETS, requiring it to report annually verified greenhouse gas emissions and comply with emission allowance obligations. Failure to comply may result in the need to purchase additional allowances from the market or incur substantial financial penalties. At the same time, the CBAM mechanism and the carbon tax may also significantly increase production costs and product prices. Nevertheless, the Act also presents opportunities for the Company to access the Climate Fund for financial support to invest in low-carbon technologies and to generate additional revenue from selling surplus emission allowances.

Risk Management Measures

The Company recognizes the risks arising from the transition in climate-related laws and policies, particularly the draft Climate Change Act, which is under review and expected to become a key legislative framework guiding Thailand's future greenhouse gas reduction efforts. To address these risks, the Company has adopted proactive measures to enhance readiness and mitigate potential impacts. The Company has developed a greenhouse gas inventory covering Scope 1 (Direct Emissions), Scope 2 (Indirect Emissions from Purchased Energy) and Scope 3 (Other Indirect Emissions), which has been verified by an accredited verifier under the Thailand Greenhouse Gas Management Organization (TGO). The Company has also been officially certified for its Carbon Footprint for Organization (CFO).

In addition, the Company has begun planning its short-term greenhouse gas reduction target through 2030 in line with Thailand's Nationally Determined Contribution (NDC), aiming to reduce emissions by at least 30 percent by 2030. The Company is also evaluating Science Based Targets (SBTi) as a potential framework for future target setting, with a long-term ambition to achieve Net Zero by 2050.

On the operational front, the Company has adopted ISO 50001 energy management practices to improve energy efficiency and reduce energy waste in production processes. Machinery and building structures are being upgraded to support efficient energy use. The Company has also continued installing solar rooftop systems to generate renewable energy for onsite use, reducing dependence on external electricity and lowering Scope 2 emissions. Moreover, the Company implements waste and resource management practices in line with the 8Rs (Reduce, Reuse, Recycle, Replace, Refill, Repair, Refuse and Responsibility) to minimize the use of new resources and increase reuse. Additional initiatives include establishing logistics arrangements to reduce employee commuting emissions under Scope 3 and expanding green areas within the factory premises to promote long-term carbon sequestration.

From an economic management standpoint, the Company applies the Bio-Circular-Green (BCG) Economy Model across its business operations, from sourcing sustainable raw materials, which prioritizing domestic natural rubber procurement, to environmentally

responsible product design and maximizing the reuse of production residues. The Company also closely monitors government policies and carbon market trends to prepare for effective participation in the ETS. The Company continues to explore opportunities and prepare to engage with the Climate Fund for access to financial support for low-carbon investments and evaluate its potential to generate revenue from selling excess emission allowances in the future.

To ensure continuous business growth, the Company will establish a working group to oversee the monitoring, evaluation and ongoing improvement of the decarbonization plan. The Company will also report performance results to stakeholders, enhance the effectiveness of environmental management in alignment with international standards and sustainable development principles and strengthen its readiness for the transition toward a low-carbon society.
