



JUMP+ Plan



THAI VEGETABLE OIL PUBLIC COMPANY LIMITED

(TVO)

Year 2026 - 2028

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THAI VEGETABLE OIL PUBLIC COMPANY LIMITED

SETESG / SETWB

Agro & Food Industry / Food & Beverage

CG Report :

SET ESG Ratings: **AAA**

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

Business Type

Manufacture and distribution of soybean oil under the brand A-Ngoon, and raw material of animal feed such as soybean meal, dehulled soy meal, full fat soy, dehulled full fat soy. There are also lecithin, Soy Hull, Corn Oil, Sunflower oil, Canola oil and Anfora oil.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	27,998.62	30,758.58	34,310.86	39,243.29
Expenses	25,145.26	28,182.59	33,566.03	37,204.51
Net Profit	2,188.79	2,103.11	729.56	1,604.17
Balance Sheet (MB)				
Assets	14,602.76	14,897.65	13,076.07	18,417.43
Liabilities	2,617.66	3,565.25	2,607.88	7,792.16
Shareholders' Equity	11,566.91	10,918.30	10,071.36	10,235.99
Cash Flow (MB)				
Operating	1,714.44	4,916.82	1,286.10	2,413.55
Investing	-10.08	-3,498.11	-296.53	-564.08
Financing	-1,595.61	-1,328.81	-914.95	-1,917.93
Financial Ratio				
EPS (Baht)	2.46	2.36	0.82	1.80
GP Margin (%)	12.92	10.71	3.36	7.98
NP Margin (%)	8.02	6.99	2.18	4.16
D/E Ratio (Times)	0.22	0.31	0.25	0.73
ROE (%)	19.47	20.04	7.19	16.25
ROA (%)	18.56	19.04	6.01	12.84

JUMP+ Plan

Business Plan

Target in 2028

Revenue **34,000.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Pre-Bleaching Unit Installation Project at the Refined Oil Plant	✓	✓	
2. Strategic Plan 2 : Operational De-bottlenecking for Production Capacity Optimization at the Oil Refinery Unit	✓	✓	

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing the prevention of insider information
3. Enhancing governance of artificial intelligence applications

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 (Million Baht)	39,243.00	34,311.00	30,759.00	34,000.00

The company expects to achieve a Compound Annual Growth Rate (CAGR) of roughly 6%-7% in revenue.

Growth plan/Increase business value

Strategic Plan 1 : Pre-Bleaching Unit Installation Project at the Refined Oil Plant

The company plans to enhance its business value through the implementation of Operational Excellence strategies within the vegetable oil production process. This initiative focuses on improving efficiency and elevating product quality to transition into the High Value-Added (HVA) segment especially in export market, which offers higher profitability. A key project is the installation of a Pre-Bleaching unit in the refining process to optimize color improvement, reduce energy consumption, and enhance quality control for superior color consistency, meeting premium product standards.

The implementation of a Pre-Bleaching unit helps reduce the intensity of reactions in the vegetable oil refining process, enabling a reduction in the use of processing agents for color improvement as well as energy consumption. This results in overall cost savings, reduced oil losses during production, improved resource efficiency, and lower waste generation.

In addition, this enhancement strengthens the Company’s capability to efficiently produce high value-added (HVA) products, contributing to increased product value and supporting long-term business growth.

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 Growth (%)	-10.35	-8.97	6	6	6
YoY Growth Rate					

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Pre-Bleaching Unit Installation Project at the Refined Oil Plant	2026	• Installed and Commissioned the Pre-bleaching system for the oil refining process (Budget: THB 35M).
	2027	• Reduced Bleaching Earth usage by 5% through process optimization.

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> Minimized oil loss by significantly reducing oil retention within the spent bleaching earth. Achieved annual cost savings of THB 3.5 million by lowering bleaching agent consumption and oil loss. Expanded the export market by 10% to leverage higher revenue.

Risk Management

Risk 1 : Technology Risk

• **Risk Characteristic**

The Pre-bleaching system may fail to achieve the targeted 5% reduction in bleaching agent consumption.

• **Risk Impact**

Unit production costs have not decreased as planned, and the efficiency of the refined oil color improvement process has failed to reach the desired quality enhancement levels.

• **Risk Management Measures**

Ensuring project success by establishing Performance Guarantees within the procurement contract and utilizing specialized engineers to supervise and control the installation.

Risk 2 : Project Management Risk

• **Risk Characteristic**

The project was unable to commence operations according to the scheduled timeline.

• **Risk Impact**

Loss of opportunity to enhance market competitiveness, as well as the foregone profit from planned unit cost reductions.

• **Risk Management Measures**

The company has developed a Level 4 Project Schedule to define detailed activities, task sequences, and clear timelines. This ensures effective project management according to the plan and enables timely corrective actions should any issues arise during implementation.

Risk 3 : Investment Cost Risk

• **Risk Characteristic**

The investment budget may not fully cover the entire scope of work, or there may be scope changes during project implementation, leading to additional costs beyond the initial estimates.

• **Risk Impact**

The project's financial returns and feasibility study outcomes may fail to achieve the established targets.

• **Risk Management Measures**

The company ensures a clear project scope through a comprehensive Terms of Reference (TOR). The scope and costs are then rigorously assessed via Technical Bid Evaluation (TBE) and Commercial Bid Evaluation (CBE) of contractor proposals to ensure that the proposed scope fully covers all project requirements.

Strategic Plan 2 : Operational De-bottlenecking for Production Capacity Optimization at the Oil Refinery Unit

The company plans to enhance the operational efficiency of its Refined Oil Unit within the separation process by upgrading the Centrifuge Separators for oil-wax-water separation and the Clean-in-Place (CIP) systems. This initiative aims to increase production capacity and eliminate existing bottlenecks to support the manufacturing of premium-grade refined oil. The project scope encompasses engineering design, procurement, installation, and commissioning, ensuring full efficiency and continuity for downstream processes without disrupting primary operations. This upgrade will optimize capacity utilization, improve process stability, and bolster revenue potential through increased sales volume. Furthermore, the project is designed to improve resource efficiency, reduce long-term unit costs, and strengthen the company’s competitive advantage by increasing throughput and effectively supporting market growth.

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 Growth (%) YoY Growth Rate	-10.35	-8.97	6	6	6

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
System Upgrade for Oil-Water separation and Clean-in-Place (CIP) within the Oil Refinery	2026	<ul style="list-style-type: none"> • Commencement of Detailed Engineering Design • Evaluate and select vendors and equipment for Centrifuge Separators (oil-water separation via centrifuge) and Clean-in-Place (CIP) systems.
	2027	<ul style="list-style-type: none"> • Implementation of installation and commissioning for the Centrifuge Separator (for soapstock and water separation) and the Clean-in-Place (CIP) system, with a total budget of THB 75 million.
	2028	<ul style="list-style-type: none"> • Achieve full-scale commercial operations with maximum efficiency and zero disruption to the primary production process. • Enhance refining unit efficiency to support a production capacity of 600 tons of refined oil per day. • Generate an additional THB 200,000 in daily revenue from increased refined oil production. • Consistently maintain product quality standards throughout the process.

Risk Management

Risk 1 : Market Risk

- **Risk Characteristic**

The replacement of separators in the separation process may lead to production downtime

- **Risk Impact**

Potential revenue loss due to product shortages for customer fulfillment, as well as adverse impacts on market share

- **Risk Management Measures**

Schedule the system downtime during the low season and prepare adequate buffer stock in advance.

Risk 2 : Project Management Risk

- **Risk Characteristic**

The project was unable to commence operations within the scheduled timeline.

- **Risk Impact**

Loss of revenue opportunities from the projected increase in refined oil production.

- **Risk Management Measures**

The company has developed a Level 4 Project Schedule to define detailed sub-activities, task sequences, and clear timelines. This ensures effective project management according to the plan and enables timely corrective actions should any issues arise during implementation.

Risk 3 : Investment Cost Risk

- **Risk Characteristic**

The investment budget may not fully cover the entire scope of work, or there may be scope changes during project implementation, leading to increased project costs

- **Risk Impact**

The project's financial returns and feasibility study outcomes may fail to achieve the established targets.

- **Risk Management Measures**

Establishing a clear project scope through a comprehensive Terms of Reference (TOR), and conducting Technical Bid Evaluation (TBE) and Commercial Bid Evaluation (CBE) of contractor proposals to ensure that the proposed scope fully encompasses all project requirements.

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Thai Vegetable Oil Public Company Limited places strong emphasis on conducting its business with transparency and in accordance with good corporate governance principles. The Company has continuously developed policies, measures, and governance mechanisms to prevent corruption and bribery, and has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) by the Thai Institute of Directors, reflecting its robust governance framework aligned with recognized business best practices.

Building on this foundation, the Company aims to elevate its anti-corruption efforts to the next level by extending its governance approach beyond the organizational level into the broader value chain. This initiative seeks to systematically strengthen ethical business standards across the supply chain. Under this program, the Company will require its critical direct suppliers (Critical Tier 1) to establish clear anti-corruption policies and practices, supported by structured monitoring and evaluation mechanisms. The Company targets to have at least 15 Critical Tier 1 suppliers implementing such policies, thereby enhancing transparency and accountability within the supply chain, reducing governance-related risks, and reinforcing stakeholder confidence over the long term. In parallel, the Company is committed to fostering a strong culture of integrity within the organization through continuous communication and practical training programs for employees at all levels. These initiatives aim to build awareness of corruption risks, promote appropriate conduct, and reinforce employees' roles in preventing misconduct in daily operations. The Company has set a target for 100% employee participation to ensure a comprehensive understanding and effective application of anti-corruption principles, ultimately supporting the sustainable advancement of the Company's governance standards.

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	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-
Implement and verify that all critical Tier 1 business partners have anti-corruption policies, and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	On-progress	On-progress	Complete
Strengthening anti-corruption awareness and capability across all employee levels through structured communication, targeted training programs, and comprehension assessments.	-	On-progress	On-progress	Complete

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Company requires its key direct business partners (Critical Tier 1) to establish clear anti-corruption policies and practices. Anti-corruption requirements are systematically integrated into supplier selection and supplier management processes, with structured monitoring and evaluation mechanisms in place to ensure compliance. In addition, the Company continuously communicates its expectations on business ethics to suppliers, aiming to enhance transparency and accountability across the entire supply chain.	2026	<ul style="list-style-type: none"> Develop a supplier selection, and evaluation framework that incorporates anti-corruption and bribery policies and practices. Communicate and cascade updated policies and requirements to suppliers Achieve 100% acknowledgment of the Supplier Code of Conduct among Critical Tier 1 suppliers Ensure that at least 5 Critical Tier 1 suppliers establish clear anti-corruption and bribery policies Disclose and report progress through corporate channels (e.g., Sustainability Report, corporate website)
	2027	<ul style="list-style-type: none"> Communicate anti-corruption and bribery expectations to suppliers and relevant stakeholders Achieve 100% acknowledgment of the Supplier Code of Conduct among Critical Tier 1 suppliers Increase the number of Critical Tier 1 suppliers with established anti-corruption policies by at least 5 additional suppliers (totaling at least 10 suppliers) Disclose and report progress through corporate channels (e.g., Sustainability Report, corporate website) Implement a supplier advisory program to support the development of anti-corruption and bribery policies
	2028	<ul style="list-style-type: none"> Achieve 100% acknowledgment of the Supplier Code of Conduct among Critical Tier 1 suppliers Increase the number of Critical Tier 1 suppliers with established anti-corruption policies by at least 5 additional suppliers (totaling at least 15 suppliers) Disclose and report progress through corporate channels (e.g., Sustainability Report, corporate website)

Strategic Initiative	Year	Expected Outcomes
Fostering a strong organizational culture of anti-corruption and ethical conduct	2026	<ul style="list-style-type: none"> Develop and deliver anti-corruption communication materials to raise awareness across the organization. Mandate in-depth training for high corruption-risk functions, targeting 100% participation and completion across all relevant employees.
	2027	<ul style="list-style-type: none"> Mandate in-depth anti-corruption training for high-risk functions, supported by post-training assessments to ensure understanding, with a target of 100% successful completion across all relevant employees.
	2028	<ul style="list-style-type: none"> Sustain continuous training and periodic reinforcement of anti-corruption and bribery requirements, targeting 100% of employees to complete annual comprehension assessments.

Risk Management

Risk 1 : Risk of suppliers not fully complying with the Company's anti-corruption requirements

- **Risk Characteristic**

Certain suppliers may lack formalized anti-corruption policies and management systems, or face constraints in resources, capabilities, and organizational readiness. These limitations may hinder their ability to meet the Company's anti-corruption requirements within the defined timeframe.

- **Risk Impact**

This could undermine the project's ability to strengthen ethical standards across the supply chain and may lead to increased governance and reputational risks, should certain suppliers fail to meet the Company's required standards.

- **Risk Management Measures**

The Company will proactively communicate its anti-corruption requirements and expectations to suppliers, complemented by structured guidelines to support effective implementation. This will be reinforced through continuous monitoring and performance evaluation, as well as active engagement to enable suppliers to enhance their internal processes and align with the Company's standards.

Risk 2 : Embedding a culture of integrity and anti-corruption across the organization

- **Risk Characteristic**

Certain employees may view training and assessment requirements as an added workload, or may not fully recognize the relevance of anti-corruption in their daily roles. This may lead to suboptimal engagement and limit the effectiveness of training and learning initiatives.

- **Risk Impact**

This could undermine the project's effectiveness in fostering awareness, understanding, and a culture of integrity across the organization, and may weaken the overall effectiveness of the Company's anti-corruption control framework.

- **Risk Management Measures**

The Company will embed anti-corruption training within its people development framework, supported by strong tone from the top and active role modeling by management and supervisors. This will be reinforced through post-training assessments to ensure effective understanding and practical application in day-to-day operations.

Enhancing the prevention of insider information

The Company has continuously strengthened its governance framework to prevent the misuse of insider information. Clear policies and procedures have been established and approved by the Board of Directors, alongside defined processes for monitoring, auditing, and regularly reporting compliance to the Board. These efforts ensure that operations are conducted with transparency and in alignment with applicable laws and good corporate governance principles.

However, the current governance framework still presents limitations in the systematic management of insider information, particularly in identifying and controlling individuals who have access to sensitive information in specific transactions or key events. Such processes are not yet fully structured or consistently managed. To address this gap, the Company plans to enhance its insider information management by establishing a formal Insider List and implementing a structured access control framework. This includes defining access levels based on the necessity of each individual's role, thereby strengthening controls over insider information and aligning with international best practices.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	Complete	-	-	-
<ul style="list-style-type: none"> A Board-approved written policy on insider information prevention has been clearly defined and implemented 	Complete	-	-	-
<ul style="list-style-type: none"> A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy, with audits conducted at least annually. 	Complete	-	-	-
<ul style="list-style-type: none"> 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 	Complete	-	-	-
Internally disclose, on a per-transaction basis, the list of individuals who have access to inside information regarding any transaction that may affect the company's stock price and investor decisions.	-	In-progress	In-progress	Success
Developing an Internal Insider Information Management system and defining Access Levels for significant corporate transactions or key events.	-	In-progress	In-progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Establish a robust Insider Information Management framework, incorporating role-based access controls for material transactions and key events, to enhance governance over access to sensitive information. This includes formalizing processes for identifying and	2026	<ul style="list-style-type: none"> Formalize an insider information management policy with Board approval Cascade insider information handling requirements to relevant executives and employees

Strategic Initiative	Year	Expected Outcomes
<p>managing Insider Lists, systematically communicating insider information requirements to relevant stakeholders, and enforcing appropriate access controls. The initiative is designed to mitigate insider-related risks and reinforce transparency and integrity in the Company’s operations.</p>		<ul style="list-style-type: none"> • Establish a structured framework for Insider List management and access level classification for material transactions and key events • Commence implementation of Insider Lists and role-based access controls for significant business activities
	2027	<ul style="list-style-type: none"> • Establish systematic management of Insider Lists and role-based access controls for material transactions and key events
		<ul style="list-style-type: none"> • Embed Insider List and access control management into the Company’s governance framework for significant business activities • Conduct periodic reviews and enhancements of Insider Lists and access levels at least annually
	2028	<ul style="list-style-type: none"> • Ensure ongoing monitoring and enforcement of insider information access in alignment with established policies • Provide regular reporting on insider information management to the Board of Directors at least annually

Risk Management

Risk 1 : Incomplete Identification of Insider List

• Risk Characteristic

For certain transactions or material events, multiple parties across functions may be involved, including executives, employees, and external advisors. Without clear coordination and defined processes, some individuals with access to insider information may not be fully captured in the Insider List.

• Risk Impact

This may result in incomplete control over access to insider information, increasing the risk of misuse of insider information, and potentially affecting investor confidence and the Company’s reputation.

• Risk Management Measures

Establish clear procedures for identifying individuals with access to insider information for each transaction or event, with the transaction owner responsible for consolidating the list of relevant parties. This will be supported by a review process conducted by the internal governance function prior to the formalization of the Insider List, along with clear communication of relevant guidelines to all involved parties.

Risk 2 : Individuals included in the Insider List may not fully understand the restrictions on the use of insider information or the relevant legal requirements related to securities trading.

• Risk Characteristic

Individuals included in the Insider List may not fully understand the restrictions on the use of insider information or the relevant legal requirements related to securities trading.

• Risk Impact

This may lead to inappropriate use of insider information, resulting in potential legal non-compliance and reputational damage to the Company.

• **Risk Management Measures**

Communicate insider information handling requirements and guidelines to all individuals listed in the Insider List each time it is established, and require formal acknowledgment of these requirements.

Risk 3 : Limitations in Controlling Hardcopy Documents

• **Risk Characteristic**

Hardcopy insider information documents may be lost or accessed without authorization if no clear storage system is in place

• **Risk Impact**

This may lead to unauthorized access to or loss of insider information, potentially resulting in regulatory non-compliance and adverse reputational impact on the Company.

• **Risk Management Measures**

Establish controlled storage for confidential documents with clearly defined data ownership and accountability. Implement structured check-in/check-out procedures, supported by access controls, audit trails, and periodic control reviews

Governance of Risk and Management Compliance

Enhancing governance of artificial intelligence applications

The Company aims to establish a robust AI governance framework to ensure the responsible, transparent, and controlled use of artificial intelligence across the organization. This includes addressing key risks related to data accuracy, ethical use of data, and potential exposure of confidential information. The framework will be supported by a clearly defined governance structure, formalized AI policies and guidelines, targeted capability building for relevant personnel, and systematic monitoring and reporting of AI usage to the Board of Directors. This initiative is designed to strengthen risk management and reinforce trust in the Company’s use of emerging technologies.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for the use of artificial intelligence (AI).	In Progress	In Progress	In Progress	Success
• Establish roles and revise the charters of the Board,its subcommittees,or designated personnel responsible for governing AI adoption in the organization.	In Progress	Success	Success	Success
• Formulate clear and documented policies and procedures with appropriate approval.	In Progress	In Progress	Success	Success
• All involved employees have been trained and communicated about AI governance.	In Progress	In Progress	In Progress	Success
Report to the Board of Directors on the review and results of our responsible use of artificial intelligence.	-	In Progress	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
<p>Establish a robust AI Governance Framework, incorporating a clearly defined governance structure and formalized policies and guidelines to ensure the responsible and ethical use of artificial intelligence. This will be complemented by targeted capability development for relevant personnel and systematic monitoring and reporting of AI usage to the Board of Directors. The framework is designed to enhance transparency, safeguard data integrity and security, and ensure effective risk management in the deployment of AI across the organization.</p>	2026	<ul style="list-style-type: none"> Formalize an AI governance structure, including the appointment of a dedicated oversight function with senior management accountability to ensure effective governance and policy alignment Develop and institutionalize formal AI policies and guidelines governing the responsible and ethical use of AI Launch targeted foundational training programs on AI governance for relevant personnel
	2027	<ul style="list-style-type: none"> Constitute the AI governance committee and operationalize the enforcement of AI policies Scale communication and training on AI governance to all relevant personnel involved in AI deployment Implement ongoing monitoring of AI usage to ensure policy compliance, with regular progress reporting to the Board of Directors
	2028	<ul style="list-style-type: none"> Sustain ongoing governance and monitoring of AI usage, with structured reporting to the Board of Directors Strengthen oversight capabilities by upskilling designated control functions to validate AI outputs, targeting at least 50% coverage of the defined population Periodically review and refine AI policies and guidelines to ensure alignment with operational practices and emerging standards

Risk Management

Risk 1 : Insufficient AI Governance Structure and Capability

• Risk Characteristic

In the absence of a clearly defined AI governance structure and assigned accountability, combined with limited awareness and understanding among relevant employees, the implementation of AI governance practices may lack coordination and effectiveness.

• Risk Impact

This may result in delays or incomplete execution of the initiative, as well as increased risks from AI usage that is not aligned with the Company’s policies, potentially impacting data security and overall risk management.

• Risk Management Measures

Establish a clear AI governance structure by appointing senior management or a dedicated working group responsible for oversight. This will be supported by structured communication and training programs to enhance employee understanding, along with the designation of a responsible function to monitor implementation progress. The Company may also consider engaging external experts to periodically review and strengthen AI governance 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://www.tvothai.com/en/sustainability/performance>



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

The company is driving its Climate Action initiatives by increasing the proportion of renewable energy in its production processes. Our goal is to achieve a renewable energy share of over 85% by 2027. This plan will be further expanded through Solar Rooftop installations across our factory sites to generate clean energy and reduce reliance on fossil fuel.

This strategy aligns with our targets for greenhouse gas (GHG) reduction and our long-term commitment to Net Zero. Currently, the company has an installed solar capacity of 3.5 MW, which has already mitigated a cumulative 6,000 tCO₂e (tonnes of carbon dioxide equivalent).

Expanding our solar capacity will lower long-term energy costs, enhance energy stability, and mitigate risks from price volatility. Furthermore, it directly reduces indirect emissions from purchased electricity (Scope 2), reinforcing our sustainability policy, boosting stakeholder confidence, and strengthening our long-term competitiveness.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)		
	2021	2026	2027	2028
Greenhouse gas emission reduction volume	50310.86	47395	46666	45936

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Solar Rooftop Installation Project for Warehouse 1 and 4	2026	<ul style="list-style-type: none"> Achieve full commissioning of the Solar Rooftop system at Warehouse 1 Initiate infrastructure development to support Solar Rooftop deployment at Warehouse 4 Expand solar generation capacity by 1.8 MW (Warehouse 1)

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Achieve full commissioning of the Solar Rooftop system at Warehouse 4 Expand solar generation capacity by an additional 1.6 MW (Warehouse 4) Reach a total installed solar capacity of 7 MW across operations

Risk Management

Risk 1 : Underperformance of Solar Rooftop Power Generation

- Risk Characteristic**

Actual electricity generation may fall below projected levels due to factors such as equipment efficiency, suboptimal system design, site-specific conditions (e.g., shading), and weather variability.

- Risk Impact**

This may result in lower-than-expected energy cost savings and reduced Scope 2 greenhouse gas emission reductions, as well as negatively impact the overall return on investment.

- Risk Management Measures**

Adopt a robust vendor selection process and deploy high-efficiency equipment, supported by site-optimized system design. Establish continuous performance monitoring and proactive maintenance to ensure optimal system efficiency and timely issue resolution.

Risk 2 : Project Cost Overrun

- Risk Characteristic**

Exposure to material and equipment price volatility, driven by supply chain disruptions and geopolitical factors, may result in cost escalation beyond initial projections.

- Risk Impact**

This could reduce project financial viability and extend the payback period, impacting overall investment efficiency.

- Risk Management Measures**

Implement disciplined cost planning and scope definition, supported by strategic sourcing and early procurement. Establish strong vendor selection criteria, actively monitor market trends, and maintain contingency provisions to manage cost uncertainties.