



JUMP+ Plan



Utility Business Alliance Public Company Limited

(UBA)

Year 2026 - 2028

This report was approved by the board of directors on 24/02/2026
and disseminated on 20/03/2026

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Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Strategic Plan : Increase revenue and net profit margin	3
Section 2 Governance Plan	6
Ensuring the independence of the board of directors	7
Enhancing anti-corruption and fraud prevention efforts	8
Enhancing governance of information security	9
Section 3 Climate Action Plan	11
Greenhouse gas inventory (GHG) plan	12
Decarbonization	12

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Services

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

Provides integrated operation and maintenance ("IOM") water management services, as well as consulting, designing, constructing, and installing machinery and equipment according to clients purposes to support the integrated water management business.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	433.79	567.82	532.05	664.06
Expenses	354.71	477.77	440.85	571.87
Net Profit	63.21	72.18	71.53	68.01
Balance Sheet (MB)				
Assets	733.54	732.41	712.57	806.85
Liabilities	84.39	85.78	108.82	246.17
Shareholders' Equity	649.15	646.63	603.75	560.68
Cash Flow (MB)				
Operating	49.94	138.70	167.08	90.32
Investing	-1.94	-4.36	-10.42	-2.92
Financing	-60.70	-30.55	-179.43	217.78
Financial Ratio				
EPS (Baht)	0.11	0.12	0.12	0.15
GP Margin (%)	25.89	21.69	23.39	19.38
NP Margin (%)	14.57	12.71	13.44	10.24
D/E Ratio (Times)	0.13	0.13	0.18	0.44
ROE (%)	9.76	11.55	12.29	16.92
ROA (%)	10.79	12.46	12.00	13.59

JUMP+ Plan

Business Plan

Target in 2028

 Net Profit ≥ 90 Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Increase revenue and net profit margin		✔	

Governance Plan

1. Ensuring the independence of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing governance of information security

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
Net Profit (Million Baht)	71.53	72.18	63.21	≥ 90

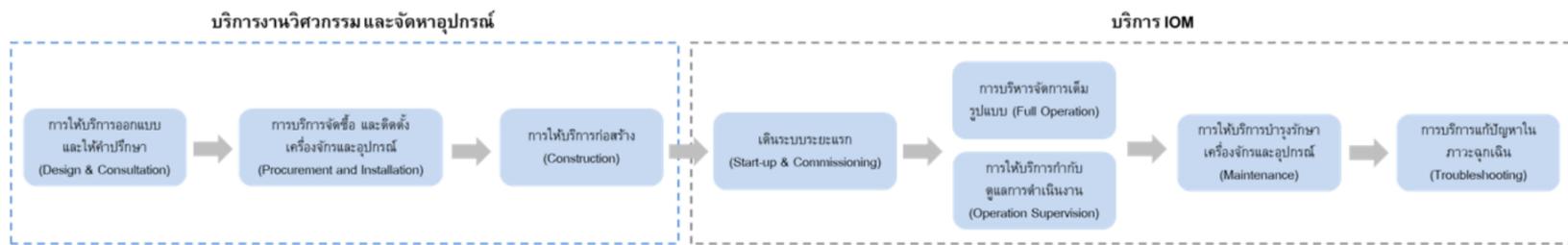
The company aims for a net profit exceeding 90 million baht in 2028 by focusing on strategies to expand its new customer base, offering new services to enhance value for existing customers, and efficiently managing operational costs.

Growth plan/Increase business value

Strategic Plan : Increase revenue and net profit margin

1. Revenue Generation

- New customer groups that prioritize the adoption of ESG (Environmental, Social, and Governance) concepts as a framework for business operations, to enhance competitive opportunities and sustainable growth. These concepts are also applied to cost reduction, process improvement, and the minimization of environmental impact and waste from operations. Therefore, these customer groups enable UBA to continuously expand its service scope and create added value for customers.



2. Cost Management

- Converting sludge transport vehicles or pickup trucks from fuel-powered (diesel) to electric vehicles (EVs) to increase efficiency in sludge transportation, thereby reducing the number of trips, fuel costs, and maintenance expenses. This leads to a reduction in sludge transportation costs per trip.
- Utilizing technology in operations to control costs.

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

- Profitability & Efficiency

Targets

- Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Net Profit Margin (%)	12.71	14.57	10 - 12	10 - 12	12 - 15

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Providing One Stop Service and converting sludge transport vehicles or pickup trucks from fossil fuel-powered vehicles (diesel) to electric vehicles (EV).	2026	<ul style="list-style-type: none"> Revenue increased due to customer base expansion and the introduction of new services to customers.
	2027	<ul style="list-style-type: none"> Revenue increased due to customer base expansion and the introduction of new services to customers. Sediment transportation costs were reduced, and air pollution emissions were decreased.
	2028	<ul style="list-style-type: none"> Revenue increased due to customer base expansion and the introduction of new services to customers. Sediment transportation costs were reduced, and air pollution emissions were decreased.
Research on the Utilization of Wastewater Sludge	2026	<ul style="list-style-type: none"> Reduce waste volume and enhance the value of wastewater sludge
	2027	<ul style="list-style-type: none"> Increased revenue from wastewater sludge utilization and reduced sludge disposal costs
	2028	<ul style="list-style-type: none"> Increased revenue from wastewater sludge utilization and reduced sludge disposal costs

Risk Management

Risk 1 : Economic Conditions

- Risk Characteristic

Fluctuations in both domestic and international economic conditions may result in a slowdown in purchasing power and business investment, leading customers to postpone or delay investment decisions in new projects.

- Risk Impact

A slowdown in investment and customer purchasing decisions has occurred, leading to a projected decline in the company's revenue.

- Risk Management Measures

The company employs a One-Stop Service strategy, offering diverse and comprehensive services tailored to customer needs. Although the overall investment landscape may experience a slowdown, customers still require repairs, improvements, or upgrades to existing systems rather than new system constructions. This enables the company to continue expanding its

operations. Furthermore, for certain services, there is a plan to offer customers installment payment options, which will assist them in managing their finances efficiently, thereby facilitating their decision-making process. The company also maintains high standards of service quality, ensuring continuous customer retention.

Risk 2 : Failure of electric vehicles (EVs), particularly batteries that may fail prematurely.

- **Risk Characteristic**

Accidents and battery degradation

- **Risk Impact**

Increased repair costs

- **Risk Management Measures**

The company will consider purchasing vehicles with long-term battery warranties and insurance, as well as systematically developing preventive maintenance plans by applying technology to store and analyze maintenance data in conjunction with integration with a CMMS system to support planning and monitoring, thereby reducing the risks of deterioration and damage to machinery and equipment.

Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

The company adheres to the principles of good corporate governance to ensure it maintains high standards in governance. Consequently, the company places significant importance on the role of the Board of Directors, especially the Chairman and Independent Directors, who are crucial in managing operations, establishing balance, overseeing performance, and supervising the management team.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The Chairman of the Board is an Independent Director	Complete	-	-	-

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Chairman is an independent director.	2026	• Completed.
	2027	• Completed.
	2028	• Completed.

Risk Management

Risk 1 : The Chairman (Independent Director) may not act independently.

- **Risk Characteristic**

The Chairman (Independent Director) may be dominated by one party, and therefore unable to scrutinize or balance the company's management power.

- **Risk Impact**

The decisions of the company's board may not be impartial or may favor one party.

- **Risk Management Measures**

1. Stipulate that the Chairman of the Board must be an independent director *Policy requires amendment*
2. Promote the Chairman of the Board (Independent Director) to perform duties independently and transparently.
3. Establish policies and requirements for the independent committee regarding conflicts of interest.

Attachments

URL Link to the Document : https://www.uba.co.th/th/board_of_director.html



Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The company adheres to good corporate governance principles and has therefore established a clear anti-corruption and anti-bribery policy and guidelines. The company also plans to elevate its anti-corruption and anti-bribery efforts to obtain CAC certification.

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)	Not Started	Signatory	In the process of applying for certification.	Certified
Enhance procurement standards	-	Success	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhancing anti-corruption efforts	2026	<ul style="list-style-type: none"> Apply for membership and submit a declaration of intent for the CAC project. Prepare internal organizational readiness and review relevant policies to ensure they are up to date.
	2027	<ul style="list-style-type: none"> Submit a self-assessment for certification
	2028	<ul style="list-style-type: none"> The company obtained CAC certification.

Risk Management

Risk 1 : Failure to submit documents by the CAC deadline

• **Risk Characteristic**

Employees still lack understanding in document preparation, thus preventing them from submitting the documents for CAC certification by the deadline.

• **Risk Impact**

Not certified by CAC as required

• **Risk Management Measures**

Study information, various requirements, including the process for obtaining CAC certification. Regularly monitor progress concerning document preparation and determine the successful completion of tasks and documents. Support employees in attending training for document preparation with relevant agencies.

Governance of Risk and Management Compliance

Enhancing governance of information security

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	In Progress	In Progress	In Progress	Success
• The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.	In Progress	Success	Success	Success
• Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies	In Progress	In Progress	In Progress	Success
• All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.	In Progress	Success	Success	Success
Conduct cybersecurity penetration testing at least once every three years.	-	In progress	In progress	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Develop information technology security policies and practices	2026	• The organization has policies and practices for information technology security, encompassing the protection of its 'information' and 'information systems'.
	2027	• Information technology security policies and practices are

Strategic Initiative	Year	Expected Outcomes
		reviewed annually to ensure alignment with evolving circumstances.
	2028	<ul style="list-style-type: none"> Information technology security policies and practices are reviewed annually to ensure alignment with evolving circumstances.
Raise awareness regarding the importance of information technology security.	2026	<ul style="list-style-type: none"> All employees within the organization receive training and undergo knowledge and comprehension assessments annually.
	2027	<ul style="list-style-type: none"> All employees within the organization receive training and undergo knowledge and comprehension assessments once a year.
	2028	<ul style="list-style-type: none"> All employees within the organization receive training and undergo annual knowledge and comprehension assessments.
Ensure an independent external security assessment is conducted.	2028	<ul style="list-style-type: none"> An independent external auditor assessed information security (Cybersecurity) and proposed concrete development guidelines. Penetration tests are conducted for the organization's critical information systems and infrastructure by independent external experts.

Risk Management

Risk 1 : Employees fail to comply with technology security policies and practices.

• **Risk Characteristic**

A lack of understanding, caution, or awareness among employees regarding information security results in negligence or non-compliance.

• **Risk Impact**

Company data damage, data leakage, system disruption, and reputational loss from cyber threats.

• **Risk Management Measures**

Provide training to all employees within the organization and test their knowledge and understanding once a year.

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.uba.co.th/annual/uba2567_th.pdf



The company recognizes the global warming crisis and climate change, and has therefore established a concrete greenhouse gas management policy. This involves developing assessment forms and collecting data on the organization's greenhouse gas emissions, as well as preparing reports verified according to ISO 14064-1 standards, with the aim of enhancing environmental operations to be efficient and transparent in accordance with international standards.

Targets

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

Decarbonization

The company acknowledges the importance of reducing greenhouse gas emissions. Consequently, it has formulated a plan involving the control of various operational processes to mitigate greenhouse gas emissions. This includes converting sludge transport vehicles and pickup trucks from diesel-powered vehicles to electric vehicles. The objective is to achieve a 1-3% reduction in greenhouse gas emissions.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)		
	2022	2026	2027	2028
Amount of greenhouse gas emission reduction	21,191	Decreased by 1-3%	Decreased by 1-3%	Decreased by 1-3%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Control various operational processes to reduce greenhouse gas emissions and convert sludge transport vehicles or pickup trucks from diesel to electric vehicles.	2026	• Reduce greenhouse gas emissions by 1-3%
	2027	• Reduce greenhouse gas emissions by 1-3%
	2028	• Reduce greenhouse gas emissions by 1-3%

Risk Management

Risk 1 : Greenhouse gas reduction targets were not met due to employees' lack of awareness and non-compliance with energy conservation guidelines.

- **Risk Characteristic**

Employees lack awareness and do not comply with the organization's energy reduction guidelines or measures.

- **Risk Impact**

The organization did not achieve its greenhouse gas reduction targets. Energy costs increased.

- **Risk Management Measures**

Educate and promote awareness among employees regarding energy consumption reduction, regularly monitor and report energy consumption results, and establish incentives and oversight measures to ensure strict adherence to the guidelines by employees.
