



JUMP+ Plan



EUREKA DESIGN PUBLIC COMPANY LIMITED

(UREKA)

Year 2026 - 2028

This report was approved by the board of directors on 31/03/2026
and disseminated on 31/03/2026

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 Industrial

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

Design and produce of assembly and testing machines, including jig and fixture for use in industrial factory. The company also provides services of modification and repair of existing machines and procurement of parts and consumable suppliers.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	219.77	274.55	323.43	298.50
Expenses	189.89	189.66	243.33	188.02
Net Profit	13.88	63.73	60.06	72.46
Balance Sheet (MB)				
Assets	1,875.33	1,869.08	1,776.57	1,691.85
Liabilities	305.79	369.68	337.54	363.52
Shareholders' Equity	1,568.26	1,500.52	1,440.29	1,326.25
Cash Flow (MB)				
Operating	20.24	113.87	-12.42	94.08
Investing	-32.88	-142.51	-51.33	-750.20
Financing	-15.40	22.70	34.42	600.57
Financial Ratio				
EPS (Baht)	0.01	0.04	0.03	0.05
GP Margin (%)	30.54	41.67	42.96	53.35
NP Margin (%)	7.31	23.17	17.53	23.75
D/E Ratio (Times)	0.19	0.25	0.23	0.27
ROE (%)	0.90	4.33	4.34	6.95
ROA (%)	1.58	4.66	4.62	7.93

JUMP+ Plan

Business Plan

Target in 2028

EBITDA	140.00 Million Baht
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : Business Transition Plan to Green Infrastructure and Circular Platform to Enhance Operational Efficiency and Profitability ✔

Governance Plan

1. Increasing the diversity of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing whistleblowing mechanisms

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
EBITDA (Million Baht)	100.11	107.29	50.85	140.00

Growth plan/Increase business value

Strategic Plan : Business Transition Plan to Green Infrastructure and Circular Platform to Enhance Operational Efficiency and Profitability

It is a medium to long-term strategic plan aimed at elevating the organization from its traditional business model to become a provider of Green Infrastructure and a Circular Platform, focusing on efficient water management, creating added value from recycled plastics, utilizing technology to enhance operational efficiency, reduce costs, and generate continuous recurring revenue, developing platforms to connect partner networks, and elevating Environmental, Social, and Governance (ESG) standards to support business growth.

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
Total Revenues (MILLION BAHT)	274.55	219.77	280	300	350

- Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Reduced electricity costs	44,318,087.22	45,000,000	50,000,000	50,000,000

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Operational Excellence and Organizational Sustainability Plan	2026	<ul style="list-style-type: none"> • Enhance cost control and optimize efficiency in core processes. • Utilize solar electricity for a portion of the production process to reduce energy costs. • Minimizing losses during production and transportation • Revise Standard Operating Procedures (SOP) emphasizing efficiency and cost control in the production unit.
	2027	<ul style="list-style-type: none"> • Implement an improved Predictive Maintenance approach to

Strategic Initiative	Year	Expected Outcomes
		<p>reduce downtime and enhance machine efficiency.</p> <ul style="list-style-type: none"> • Develop data systems and technology for monitoring and analyzing operations to enhance management accuracy. • Improve Standard Operating Procedures (SOPs) focusing on efficiency and cost control in relevant departments, such as quality control and maintenance departments.
Business Expansion and Recurring Revenue Generation	2028	<ul style="list-style-type: none"> • Improve Standard Operating Procedures (SOP) emphasizing efficiency and cost control across all departments. • Can utilize insights in business planning and budgeting to enhance long-term competitiveness.
	2026	<ul style="list-style-type: none"> • Implement plans for developing new business opportunities and negotiate with partners from both public and private sectors.
	2027	<ul style="list-style-type: none"> • Develop contract structures and business models emphasizing recurring revenue. • Strengthen cooperation with strategic partners
	2028	<ul style="list-style-type: none"> • Expand the customer base and increase the proportion of recurring revenue from long-term projects.

Risk Management

Risk 1 : System Performance Risk (Performance Risk)

• Risk Characteristic

The implementation of new technologies and systems, such as solar energy or data systems, may not operate at their full expected efficiency due to technological limitations, unsuitability for actual operating conditions, or the unpreparedness of supporting systems, as well as external factors such as weather conditions and equipment degradation, which could impact the long-term performance of the systems.

• Risk Impact

- Unable to reduce costs or increase efficiency as targeted.
- Return on Investment (ROI) is lower than expected.
- Operational disruptions (downtime) occur.
- Additional costs for system maintenance or upgrades are incurred.

• Risk Management Measures

- Develop a clear operational plan, defining objectives, timelines, and responsible parties (Project Owner) for each project.
- Evaluate the suitability of technology before investment, considering both technical aspects and practical application.
- Design and install systems in accordance with the site characteristics and the organization's usage patterns.
- Select service providers or contractors with experience and expertise.
- Develop a preventive maintenance plan and continuously monitor system performance.
- Initiate projects in a pilot phase before scaling up.

Risk 2 : Risk of project development and revenue generation not proceeding as planned**• Risk Characteristic**

The development of new business opportunities and the generation of recurring revenue may not proceed as planned, owing to market uncertainties, delays in negotiating or finalizing agreements with partners, and limitations concerning contractual terms.

• Risk Impact

- New projects cannot commence operations as planned or experience delays.
- Unable to generate income or recurring income as per target.

• Risk Management Measures

- Conduct a comprehensive project feasibility study (Feasibility Study) covering marketing, financial, and legal aspects before making investment decisions.
 - Define appropriate contract structures and business terms to support long-term revenue generation and mitigate risks.
 - Carefully select and evaluate strategic partners in terms of capabilities, experience, and credibility.
 - Closely monitor project progress and negotiations, and adjust plans in accordance with the situation.
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Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Increasing the diversity of the board of directors

The company is committed to establishing modern governance standards by promoting Board Diversity, with a plan to increase gender diversity to integrate diverse perspectives and varied experiences. This will enhance the comprehensive consideration of important issues, reduce the risk of decision-making based on a single group perspective (Groupthink), and improve the efficiency of strategic decision-making, thereby driving the organization towards balanced and sustainable growth.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028.	Complete	-	-	-
Promote board diversity, aiming to have at least 30% female directors of the total number of directors.	-	Completed	Completed	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhancing the director recruitment and selection process	2026	<ul style="list-style-type: none"> Improve the recruitment process by requiring consideration of candidates from diverse sources and increasing the proportion of female candidates in the recruitment process.
	2027	<ul style="list-style-type: none"> Can recruit and appoint more diverse directors, with a continuously increasing proportion of female directors.
	2028	<ul style="list-style-type: none"> Achieve the target proportion of female directors of not less than 30% and maintain an appropriate level of diversity.
Develop a Board Skill Matrix consistent with the company's growth trajectory, and evaluate the board structure to systematically identify skill and diversity gaps.	2026	<ul style="list-style-type: none"> Develop a Board Skill Matrix aligned with the business direction and organizational strategy, by defining essential skill categories, and assess the skill gap and diversity gap of the Board of Directors.
	2027	<ul style="list-style-type: none"> Utilize the evaluation results in the recruitment and appointment of directors, with the aim of reducing significant skill gaps and increasing the diversity ratio of the board of directors to meet the established targets.
	2028	<ul style="list-style-type: none"> The Board structure reflects skills aligned with the organizational strategy, without significant skill gaps, and with diversity proportions meeting targets.

Risk Management

Risk 1 : Unable to recruit directors with suitable qualifications and diversity within the stipulated timeframe.

• **Risk Characteristic**

Unable to recruit qualified female directors in accordance with the targets and human resource requirements.

• **Risk Impact**

- Unable to adjust the proportion of female directors as planned within the specified timeframe.
- This impacts the corporate governance (CG) image and ESG Rating.

• **Risk Management Measures**

- Expand channels for director recruitment to diverse external sources, such as the Thai Institute of Directors and relevant professional organizations, to increase opportunities for accessing qualified candidates.
- Establish and develop a Talent Pool database, covering female executives both internal and external to the organization, to support recruitment in a systematic future.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

This plan aims to elevate the organization's governance framework in preventing and combating all forms of corruption through the development, review, monitoring, and evaluation of internal policies and practices at least once a year, coupled with fostering a culture of transparency and integrity within the organization. It also seeks national standard certification (CAC) to affirm its commitment to ethical business operations, including promoting appropriate anti-corruption policies and practices among direct business partners (Critical Tier 1) and continuous monitoring and evaluation to build confidence among stakeholders and support the organization's sustainable growth.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
• 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	-	-	-
• 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	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
<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)	Signatory	Certified	Certified	Certified
Integrate anti-corruption content into the new employee orientation program, with a target that at least 80% of relevant employees pass the knowledge assessment for this program.	-	In progress	In progress	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Requesting CAC certification from the Thai Institute of Directors Association (Thai IOD).	2026	<ul style="list-style-type: none"> Submit documents for certification
	2027	<ul style="list-style-type: none"> Certified by CAC
Monitoring and evaluation of compliance with anti-corruption policies and practices.	2026	<ul style="list-style-type: none"> The company has planned and designed internal audit processes, adopting anti-corruption policies and practices as a long-term operational framework. An ad-hoc internal audit working group has been established to be responsible for monitoring results and preparing reports, while also updating policies and practices to align with changing contexts and requirements.
	2027	<ul style="list-style-type: none"> The company has commenced internal audits in accordance with the plan prepared and approved by the Audit Committee. The audit results are summarized and reported to the Board of Directors, along with appropriate corrective or improvement measures. Additionally, the anti-corruption and anti-bribery policies and practices are reviewed and updated to cover new issues identified from the audit results.
	2028	<ul style="list-style-type: none"> The company conducts continuous internal audits as planned, summarizing the results and reporting them to the Board of Directors, along with proposing appropriate improvement or corrective measures. Furthermore, it regularly reviews and updates its anti-corruption policies and practices to cover new issues that may arise from past audit results.
Integrate anti-corruption content into the new employee orientation program, with a target that at least 80% of relevant employees pass the knowledge assessment for this program.	2026	<ul style="list-style-type: none"> Prepare and finalize a presentation on anti-corruption and bribery for inclusion in the new employee orientation training course.
	2027	<ul style="list-style-type: none"> Conduct official company-wide training for all new employees, with a target for participants to achieve a passing score of no less than 80% on the comprehension assessment.
	2028	<ul style="list-style-type: none"> Monitor, review, and prepare a summary report for the Audit Committee and the Board of Directors.

Risk Management

Risk 1 : Lack of knowledge and understanding in document preparation and procedures for obtaining CAC certification.

- **Risk Characteristic**

- The preparation of documents and the process of applying for certification may lead to delays or excessive use of resources (time, budget, personnel) due to incomplete understanding or knowledge of the work, resulting in multiple revisions of documents.
- If the company declares its intention but fails to obtain certification, it may affect the organization's credibility and image.

- **Risk Impact**

Delays occurred beyond the planned schedule, resulting in the company not receiving the expected certification and potentially affecting the organization's image and credibility.

- **Risk Management Measures**

Regular monthly follow-up on process progress with the relevant working group.

Risk 2 : Compliance Risk

- **Risk Characteristic**

Employees or partners may not fully comply with anti-corruption policies and practices.

- **Risk Impact**

Inappropriate actions lead to reputational damage, loss of stakeholder confidence, and potential legal risks.

- **Risk Management Measures**

- Communicate policies and provide regular training
- Establish a clear Code of Conduct and guidelines
- Establish penalties for non-compliance

Risk 3 : Risk from new employees' lack of knowledge and understanding regarding anti-corruption.

- **Risk Characteristic**

Employees or relevant personnel may not participate in training or may not attach sufficient importance, resulting in an incomplete understanding of anti-corruption processes among all parties.

- **Risk Impact**

Employees lack awareness, knowledge, and understanding of anti-corruption procedures.

- **Risk Management Measures**

Incorporate anti-corruption content into the new employee orientation training program, monitor the evaluation results, and conduct re-training for individuals who do not meet the established criteria, with a passing threshold set at no less than 80%.

Enhancing whistleblowing mechanisms

This plan aims to enhance the internal whistleblowing system to be efficient, transparent, and secure, enabling employees and stakeholders to confidently report misconduct or inappropriate behavior. This will be achieved by providing diverse and easily accessible reporting channels, along with clear whistleblower protection mechanisms, conducting fair investigations and responses to complaints, continuously monitoring outcomes, and communicating best practices to foster an organizational culture of integrity, transparency, and accountability at all levels.

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	-	-	-
Reduce the complaint resolution time.	-	In progress	In progress	Reduce the complaint handling period to no more than 60 business days.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review policies and practices for the Board of Directors annually.	2026	<ul style="list-style-type: none"> Review and revise the Whistleblowing Policy to enhance clarity and comprehensibility for effective communication, including expediting the complaint resolution process, and obtaining approval from the Chief Executive Officer.
	2027	<ul style="list-style-type: none"> Review the whistleblowing policy and practices to align with changing contexts and requirements, and present to the Board of Directors (BOD).
	2028	<ul style="list-style-type: none"> Continuously review the whistleblowing policy to ensure its appropriateness and currency for effective implementation.
Integrate anti-corruption content into the new employee orientation program, with a target that at least 80% of relevant employees pass the knowledge assessment for this program.	2026	<ul style="list-style-type: none"> Prepare and finalize a presentation on anti-corruption and bribery for inclusion in the new employee orientation training course.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Conduct official company-wide training for all new employees, with a target for participants to achieve a passing score of no less than 80% on the comprehension assessment.
	2028	<ul style="list-style-type: none"> Monitor, review, and prepare a summary report for the Audit Committee and the Board of Directors.

Risk Management

Risk 1 : Risk from lack of continuous policy monitoring and review

• **Risk Characteristic**

Monitoring and verification of compliance with the whistleblowing policy may be conducted inconsistently or incompletely each year, potentially resulting in the inability to identify weaknesses or vulnerabilities within the control system in a timely manner.

• **Risk Impact**

Internal controls may not be comprehensive and their effectiveness may be diminished, potentially leading to the use of inside information or undetected misconduct, thereby impacting the confidence of regulatory bodies in the organization.

• **Risk Management Measures**

- Stipulate that the results of monitoring and inspection must be reported to the Board of Directors at least once a year.
- Prepare a summary report of the monitoring results, along with guidelines for improving deficiencies, and continuously monitor the implementation results.

Risk 2 : Risk of new employees lacking understanding and knowledge regarding misconduct reporting.

• **Risk Characteristic**

New employees may still lack understanding and knowledge of the whistleblowing process and ethical principles, which could lead to operations not aligning with organizational guidelines or confusion in reporting irregularities. Furthermore, if communication and training are not comprehensive or intensive enough, it may result in an incomplete understanding.

• **Risk Impact**

A lack of understanding and knowledge may cause employees to be reluctant to report irregularities, or to report them incompletely and inaccurately, thereby affecting the effectiveness of the whistleblowing system and reducing confidence in the organization's processes.

• **Risk Management Measures**

- Incorporate content on whistleblowing and ethical principles into the new employee training program (Orientation).
- Monitor the results of comprehension assessments and provide re-training for those who do not meet the criteria, with a passing score of no less than 70%.

Section 3

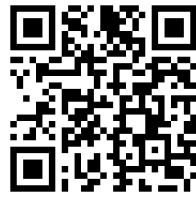
Climate Action Plan

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://eurekadesign.co.th/eureka/preview/load.pdf>



The organization prioritizes the systematic enhancement of environmental management, and has therefore mandated the preparation of a Greenhouse Gas Inventory (GHG Inventory) covering operations throughout the value chain. This inventory is used to completely and accurately identify the sources and quantities of greenhouse gas emissions in each scope (Scope 1, Scope 2, and Scope 3), in accordance with the criteria of the Thailand Greenhouse Gas Management Organization (TGO).

The data from the GHG Inventory will be utilized as a crucial database for setting greenhouse gas emission reduction targets, planning and developing measures to mitigate environmental impacts, and continuously improving the organization's energy and resource efficiency.

Furthermore, the organization focuses on transparently disclosing information and communicating sustainability performance to stakeholders to enhance its credibility and trustworthiness, while also supporting the concrete long-term drive towards Carbon Neutrality and Net Zero Emissions goals, which currently the company

Targets

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

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Report and disclose greenhouse gas emissions (Scope 1, 2, and 3)	2026	<ul style="list-style-type: none"> Establish a systematic collection and management system for greenhouse gas emission activity data (GHG Activity Data), encompassing all relevant departments within the organization. Prepare accounts and reports of greenhouse gas emissions for the base year 2024, covering scopes 1 and 2, in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO). Utilize greenhouse gas emissions data to set reduction targets (Reduction Target) and integrate this into the development of the organization's greenhouse gas reduction plan (Decarbonization Roadmap).
	2027	<ul style="list-style-type: none"> Prepare a greenhouse gas emission report for the year 2026, continuously covering scopes 1, 2, and 3, in accordance with the guidelines of the Thailand Greenhouse Gas Management

Strategic Initiative	Year	Expected Outcomes
	2028	<p>Organization (TGO).</p> <ul style="list-style-type: none"> Review data and reports to analyze trends for the following year. Continuously monitor and collect data on greenhouse gas emission reductions, and analyze long-term trends to appropriately inform the setting of targets and operational plans for the following year. Compile and report annual greenhouse gas emissions, which are then verified by an external agency registered with the Thailand Greenhouse Gas Management Organization (TGO), to enhance data credibility. Prepare a summary report on the progress and results of greenhouse gas reduction operations for presentation to the Board of Directors and for consideration of future development and expansion strategies. Disclose information and operational performance through appropriate channels, such as annual reports, company websites, and the SET ESG Data Platform, to enhance transparency and stakeholder confidence.

Risk Management

Risk 1 : Activity data from various entities may be incomplete, inconsistent, or contain discrepancies.

• **Risk Characteristic**

Incomplete, incorrect, or non-standard data

• **Risk Impact**

Inaccurate reports, incorrect data used for goal setting, and delays

• **Risk Management Measures**

- Develop guidelines and manuals for data collection to ensure a consistent standard.
- Clearly define the data owner in each department.
- Validate data accuracy before calculation.

Decarbonization

The Company has developed a Decarbonization Plan, focusing on systematically reducing emissions from its core activities and comprehensively addressing energy consumption. This process begins with the preparation of a Greenhouse Gas (GHG) Inventory to establish a baseline year and identify significant emission sources. The collected data is then used to set targets and implement key projects, such as the adoption of renewable energy and the improvement of operational processes. Furthermore, the Company monitors its progress through relevant indicators, including energy consumption per unit of production and greenhouse gas emissions, to facilitate continuous improvement.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)		
	2025	2026	2027	2028
Amount of greenhouse gas emission reduction	4,810.23	Reduce greenhouse gas emissions by 0.2% compared to the base year.	Reduce greenhouse gas emissions by 0.5% compared to the base year.	Reduce greenhouse gas emissions by 0.7% compared to the base year.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Energy Efficiency and Decarbonization (Energy Efficiency & Decarbonization Program)	2026	<ul style="list-style-type: none"> Commence the implementation of a pilot solar energy project in suitable areas to partially replace electricity consumption from the main grid. Conduct a feasibility study for additional solar energy projects to determine an appropriate investment strategy for renewable energy projects.
	2027	<ul style="list-style-type: none"> Can significantly reduce the proportion of reliance on electricity from the main grid and significantly reduce energy costs per unit of production. Reduce greenhouse gas emissions from electricity consumption (Scope 2) compared to the base year. Expand the use of renewable energy to cover key departments or main operational areas.
	2028	<ul style="list-style-type: none"> Systematic integration of renewable energy into the organization's energy management plan. Continuously increasing the proportion of renewable energy use across the organization. Ability to efficiently manage energy costs and mitigate risks from energy price fluctuations.

Risk Management

Risk 1 : Technological and Performance Risk (Technical Risk)

- **Risk Characteristic**

The efficiency of electricity generation from solar power systems fluctuates with weather conditions, such as inconsistent solar radiation.

- **Risk Impact**

The amount of energy produced was lower than anticipated, resulting in the reduction of energy costs and greenhouse gas emissions not meeting targets. Risk management measures involved designing the system using historical solar irradiance data (Solar Irradiance), establishing conservative assumptions, and installing a monitoring system to track performance on a daily/monthly basis.

- **Risk Management Measures**

- Design the system using historical solar irradiance data, establish conservative assumptions, and install a monitoring system to track performance on a daily/monthly basis.
 - Utilize standardized equipment with a manufacturer's warranty.
 - Establish a preventive maintenance plan.
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Attachment

Attachments

Attachments

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