



JUMP+ Plan



WICE LOGISTICS PUBLIC COMPANY LIMITED

(WICE)

Year 2026 - 2028

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and disseminated on 30/03/2026

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SET

Services / Transportation & Logistics

CG Report :

 SET ESG Ratings: **AA**

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

Business Type

The Company and its subsidiary are international logistics service and solution providers, including import and export by both sea freight (Full and Less Container Loading) and by air freight, custom clearance and land transportation which the company aims at fulfilling wide range of customer requirements. In addition, the company provides Door-to-Door delivery which is transferring goods from a factory to another and the exporter is responsible for freight charges. Also, the company provides Exwork delivery which is transferring goods from a factory to another and the importer is responsible for freight charges.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	4,700.42	4,126.30	3,831.85	7,137.92
Expenses	4,556.08	4,001.32	3,559.10	6,363.22
Net Profit	122.14	97.73	170.39	554.06
Balance Sheet (MB)				
Assets	3,036.91	2,735.74	2,866.65	3,332.38
Liabilities	1,333.72	995.34	1,001.76	1,460.74
Shareholders' Equity	1,363.41	1,355.95	1,454.67	1,639.42
Cash Flow (MB)				
Operating	295.82	210.33	171.33	837.85
Investing	38.26	-24.94	-104.82	-101.34
Financing	-252.63	-305.62	-400.42	-293.20
Financial Ratio				
EPS (Baht)	0.19	0.15	0.26	0.85
GP Margin (%)	13.79	16.22	18.49	17.83
NP Margin (%)	2.65	1.95	5.61	8.34
D/E Ratio (Times)	0.78	0.57	0.54	0.78
ROE (%)	8.98	6.95	11.01	37.73
ROA (%)	5.00	4.78	8.93	22.76

JUMP+ Plan

Business Plan

Target in 2028

Group Revenue Growth	7,000 M THB
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Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Driving Enterprise Customers to Regional Excellence with an AI-Powered Platform	✓		
2. Strategic Plan 2 : Elevate revenue quality and strengthen sustainable competitive advantage.		✓	✓
3. Strategic Plan 3 : Enhancing Centralized Digital Infrastructure through a One Platform to Drive Organizational Growth		✓	✓

Governance Plan

- Enhancing anti-corruption and fraud prevention efforts
- Enhancing whistleblowing mechanisms
- Formulation of a succession plan for the CEO, executive management, and critical roles

Climate Action Plan

- Greenhouse gas inventory (GHG) plan
- 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
Group Revenue Growth (M THB)	3,699	4,099	4,656	7,000

Drive revenue growth to reach to 7,000 M THB by 2028

Growth plan/Increase business value

Strategic Plan 1 : Driving Enterprise Customers to Regional Excellence with an AI-Powered Platform

- Enhance the platform’s efficiency to elevate its capability in delivering regional-level services, with a focus on enterprise clients operating across multiple countries. The goal is to drive customer base growth and expand business opportunities in international markets.
- Leverage AI and advanced analytics to generate deeper insights, enabling increased Revenue per Transaction while expanding long-term customer engagement and service adoption.
- Elevate end-to-end service capabilities across the value chain, delivering integrated solutions and customized offerings tailored to specific customer needs to enhance value creation and service differentiation. While empowering customers to grow together with the organization.

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
Sales Growth (%) YoY Growth Rate	7.93	13.59	13.80	15.10	14.80

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Develop and enhance customer and partner management systems to improve sales process efficiency and create greater business value. This includes building mechanisms and tools that support business expansion opportunities, while strengthening the ability to respond to market and customer needs quickly and effectively.	2026	<ul style="list-style-type: none"> • All countries will adopt a centralized platform to manage customer operations in alignment with standardized practices. • Implement standardized workflows to enable consistent operations across the organization. • Strengthen customer management and sales process effectiveness by implementing clear system usage KPIs. • Develop industry-focused solutions to drive new business opportunities and enhance customer value.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Leverage digital tools and customer data analytics to identify business opportunities and drive effective upsell and cross-sell strategies. Enhance the effectiveness of managing major clients with multi-regional production footprints, driving ongoing business expansion and consistent revenue growth from key accounts.
	2028	<ul style="list-style-type: none"> Enhance sales pipeline management to improve conversion efficiency and increase win rates. Elevate customer experience to drive higher customer satisfaction, build trust, and foster long-term relationships.

Risk Management

Risk 1 : Project Development Timeline Risk

• Risk Characteristic

Delays in developing customer management systems and adopting artificial intelligence (AI) technologies to enhance sales efficiency, elevate the customer experience, and create new revenue opportunities.

• Risk Impact

This may constrain the company’s ability to fully leverage advanced customer data insights, potentially impeding the achievement of its strategic growth objectives.

• Risk Management Measures

Enhance project governance by closely monitoring system development progress, conducting regular testing, and promoting system adoption through employee training and support to ensure timely delivery of business outcomes.

Strategic Plan 2 : Elevate revenue quality and strengthen sustainable competitive advantage.

Focus on enhancing revenue quality and strengthening competitiveness by developing an effective cost management system. This includes adopting a data-driven pricing approach, complemented by the application of artificial intelligence (AI) to improve pricing accuracy for freight and logistics services in alignment with market rate fluctuations.

In parallel, build advanced capabilities in data analytics and forecasting to support more precise and informed strategic decision-making. This approach will increase business flexibility, reinforce competitive advantage, and enable the organization to effectively penetrate target customer segments across diverse industries.

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

- Profitability & Efficiency
- Stability

Targets

• Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Gross Profit Margin (%)	16.22	13.79	14.20	14.63	15.07

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Strengthen cost analytics and competitiveness capabilities across all service offerings, while optimizing pricing strategies to align with cost structures and market dynamics. Leverage data-driven insights to enable informed decision-making and sustainably enhance revenue quality.	2026	<ul style="list-style-type: none"> The organization gains clearer visibility into cost structures and profit margins across each service, enabling more accurate, data-driven business decision-making. Pricing becomes more efficient, agile, and competitive, with stronger alignment to dynamic market conditions, thereby supporting more effective revenue generation. Enhanced efficiency in managing transportation and operational costs, leading to better cost control and improved overall profitability for the organization.
	2027	<ul style="list-style-type: none"> Improved cost management efficiency, enabling the organization to maintain strong cost competitiveness. Increased proportion of high-margin services, leading to enhanced overall profitability. Reduced cost-to-serve per service, resulting in improved operational efficiency and stronger financial performance.
	2028	<ul style="list-style-type: none"> Strengthened market leadership in core areas of expertise, enhancing the organization’s competitive advantage in targeted business segments. Implementation of dashboards to analyze profitability by customer, enabling the recommendation of optimal transportation models and routes to improve service efficiency and value creation. Enhanced sales capabilities through systems that support targeted market strategies, aligning sales efforts with the company’s overall strategic direction. Continuous improvement in the group’s profit margins, driven by more effective revenue management, cost optimization, and strategic business development.

Risk Management

Risk 1 : Exposure to Volatile Global Freight Rates and Logistics Costs

• **Risk Characteristic**

Volatility in external factors such as oil prices, international transportation demand, and global shipping both Sea freight, Air freight, and Road freight conditions may exceed expectations, potentially affecting logistics costs and the organization’s operational efficiency in executing strategic plans.

• **Risk Impact**

High levels of volatility may create uncertainty in cost projections, reducing the accuracy of forecasts and potentially affecting the quality of the organization’s strategic decision-making.

• **Risk Management Measures**

Implement a dashboard system to closely monitor costs and perform scenario planning to develop alternative pricing and cost management strategies to address potential fluctuations in external factors.

Strategic Plan 3 : Enhancing Centralized Digital Infrastructure through a One Platform to Drive Organizational Growth

The organization aims to establish a strong digital foundation through the development of a centralized One Platform that integrates data and operational processes across different departments into a unified system. This approach will streamline workflows, reduce operational redundancies, improve data accuracy, and enhance overall organizational efficiency.

Furthermore, the system architecture will be designed with flexibility and scalability to support future expansion while supporting the development and enhancement of new services, in alignment with the company’s long-term digital transformation strategy.

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

- Profitability & Efficiency
- Stability

Targets

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
EBIT Margin (%)	3.25	3.07	3.21	3.81	4.43

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Develop a One Digital Platform as a centralized hub to integrate and connect data across the branches, customers, and partners, enabling more efficient and streamlined operations. In parallel, enhance tools and system architecture with flexibility and scalability to support future business expansion and network growth.	2026	• The organization establishes a centralized One Digital Platform that seamlessly integrates and manages data across the group, enabling faster and more accurate data access while effectively supporting operational activities through improved data utilization.
	2027	• The organization has implemented Customer Portal and Vendor Portal systems that effectively connect workflows among the company, partners, and customers. This enables faster

Strategic Initiative	Year	Expected Outcomes
	2028	<p>coordination, more efficient data exchange, and greater transparency in collaborative operations.</p> <ul style="list-style-type: none"> The organization has established data analytics capabilities that effectively support strategic decision-making. This enables more accurate planning, improved operational management, and data-driven direction setting for the business. The organization’s systems are able to connect and exchange data with customers’ systems integration efficiently. This enables faster data transmission, reduces manual processes, and enhances overall service efficiency for customers. The organization’s digital platform has a flexible architecture that can support business expansion across regions and enable the efficient and sustainable development of new services in international markets.

Risk Management

Risk 1 : Risk of Rapid Technological Advancements

• Risk Characteristic

Evolving technology standards and system architectures such as APIs, cloud, cybersecurity, and rapid advancements in AI expand the range of development options, enabling the organization to adopt more advanced, flexible, and future-ready solutions.

• Risk Impact

Changes in technology standards may require upgrades to system architecture, integration interfaces, and security frameworks. This could lead to higher implementation and maintenance costs than initially budgeted.

• Risk Management Measures

- Adopt flexible and scalable technologies that support future upgrades and system expansion, reducing risks associated with changes in technology standards.
- Strengthen workforce capabilities to keep pace with technological advancements by promoting continuous training, skill development, and ongoing learning within the organization.

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

WICE Logistics Public Company Limited has established a strong corporate governance policy and is committed to conducting its business with integrity, transparency, and accountability toward all stakeholders. The Company is dedicated to enhancing its ethical governance and anti-corruption practices in alignment with international standards. This commitment is driven by its Anti-Corruption Policy and Code of Conduct, which have been reviewed and approved by the Board of Directors. In addition, the Company continuously develops monitoring, auditing, and supply chain governance mechanisms through internationally recognized standards such as Sedex and SMETA audits, ensuring social responsibility across all levels of its value chain. These efforts are aligned with the Company’s strategic direction and its commitment to sustainable business operations.

Targets

The Company aims to strengthen its anti-corruption governance system to ensure effectiveness and alignment with international standards. It seeks to develop policies and governance mechanisms that comprehensively cover the entire organization, while fostering a corporate culture of transparency and ethical business conduct. In addition, the Company is committed to building trust and confidence among stakeholders by conducting its business in a responsible manner.

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)	CER/Filing	Certified	Certified	Certified

Topic	Current Status	Targets		
		2026	2027	2028
Achieve Sedex (Supplier Ethical Data Exchange) certification	-	The Company has proceeded with applying for membership on the Sedex platform and completed the Self-Assessment Questionnaire (SAQ), covering key areas including labor standards, human rights, health and safety, environmental management, and business ethics. At the same time, the Company is preparing for the SMETA audit to further validate its compliance and commitment to responsible business practices.	The Company has undergone a SMETA (Sedex Members Ethical Trade Audit) conducted by an external auditor and has implemented corrective actions based on the audit findings (Corrective Action Plan). These efforts aim to enhance the Company's social responsibility management system across both its operations and supply chain.	The Company has obtained certification and disclosed its assessment results through the Sedex platform. It has also extended its Ethical Supply Chain practices to critical suppliers and integrated these practices into its ESG framework and corporate governance system.

Strategic Initiative

WICE Logistics Public Company Limited is committed to enhancing its Governance Framework in alignment with good corporate governance principles and international standards. The Company continues to strengthen its systems in business ethics, anti-corruption, and ESG risk management. It also adopts a Responsible Supply Chain Management approach to oversee its business partners. In addition, the Company conducts assessments in accordance with Sedex and SMETA audit standards to enhance transparency, mitigate supply chain risks, and elevate the overall standard of sustainable business operations.

Strategic Initiative	Year	Expected Outcomes
Development of the business ethics and anti-corruption governance framework.	2026	• Review and update the Anti-Corruption Policy and Code of Conduct to comprehensively cover the operations of WICE Logistics Public Company Limited, along with communicating and providing training to employees and executives at all levels.
	2027	• Develop anti-corruption management and control systems in alignment with international standards, such as ISO 37001 or ISO 37003.
	2028	• Enhance the governance and monitoring system for compliance with business ethics policies, while extending oversight to the Company's suppliers and business partners.

Strategic Initiative	Year	Expected Outcomes
Enhancement of responsible supplier and supply chain governance systems.	2026	<ul style="list-style-type: none"> The Company has applied for Sedex membership and completed the Self-Assessment Questionnaire (SAQ), covering key areas including labor standards, human rights, health and safety, environmental management, and business ethics.
	2027	<ul style="list-style-type: none"> Conduct a SMETA audit by an external auditor, along with developing and implementing a Corrective Action Plan.
	2028	<ul style="list-style-type: none"> The Company has obtained Sedex certification and expanded Responsible Supply Chain assessments to its critical suppliers, while integrating these practices into its ESG reporting system.

Risk Management

Risk 1 : Business Ethics and Anti-Corruption Risk

• Risk Characteristic

WICE Logistics Public Company Limited, as an international logistics service provider, is exposed to risks related to corruption and unethical business conduct. These risks arise from the complexity of transactions with government authorities across multiple countries, as well as the Company’s reliance on agents and intermediaries in various jurisdictions, which may lead to unintentional non-compliance with applicable laws and ethical business standards.

• Risk Impact

If the Company fails to implement adequate preventive measures, it may suffer significant damage to its reputation and corporate image as a listed company on the Stock Exchange of Thailand (SET). This could lead to a loss of confidence among investors, customers, and stakeholders, as well as exposure to legal risks and potential litigation both domestically and internationally.

• Risk Management Measures

- Review and enhance the Anti-Corruption Policy and Code of Conduct to ensure completeness, and propose them to the Board of Directors for approval.
- Provide training and raise awareness among employees and executives at all levels at least once a year.
- The Internal Audit function shall assess and report compliance with the policy to the Board of Directors at least once annually.
- Proceed with the renewal of certification under the Thailand’s Private Sector Collective Action Against Corruption (CAC) and disclose relevant information on the Company’s website.

Risk 2 : Supply Chain Governance Risk

• Risk Characteristic

Suppliers and subcontractors within the Company’s supply chain may have practices related to business ethics, labor rights, or environmental management that are not aligned with the standards expected by international clients, particularly those in Europe and the United States. This misalignment may adversely affect the Company’s credibility and reputation in the international arena.

• Risk Impact

The Company is at risk of losing international clients, facing complaints from stakeholders, and suffering reputational damage in the global market, which could directly impact its business expansion in line with its sustainability strategy.

• Risk Management Measures

- Apply for Sedex membership and complete the Self-Assessment Questionnaire (SAQ), covering four key areas: labor standards, human rights, health and safety, and environmental management and business ethics.
- Conduct a SMETA audit and develop a Corrective Action Plan to systematically address identified gaps.
- Establish a Supplier Code of Conduct and communicate it to critical suppliers to ensure acknowledgment and compliance.
- Integrate Sedex performance outcomes into the Company’s ESG reporting system and corporate governance disclosures.

Attachments

URL Link to the Document : <https://www.wice.co.th/anti-corruption-policy/?lang=th>



Enhancing whistleblowing mechanisms

WICE Logistics Public Company Limited is committed to enhancing its whistleblowing and complaint management system to ensure effectiveness, transparency, and alignment with international standards, particularly ISO 37002 (Whistleblowing Management Systems). The Company aims to foster an open and trustworthy organizational culture, encouraging employees and stakeholders to report irregularities or misconduct that may violate business ethics. A clear and efficient process is established for investigation, follow-up, and reporting to the Board of Directors, along with concrete and effective measures to protect whistleblowers.

Targets

The Company aims to develop an effective Whistleblowing Management System in alignment with international standards. It promotes secure and accessible reporting channels, ensures the protection of whistleblowers, and builds confidence among employees, suppliers, and stakeholders in reporting misconduct or inappropriate behavior. These efforts support strong corporate governance and transparent business operations.

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	Complete	-	-	-
• The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Complete	-	-	-
• Appointment of an impartial recipient for whistleblowing reports.	Complete	-	-	-
• 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	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> The whistleblowing policy and procedures reviewed by the Board of Directors at least annually. 	Complete	-	-	-
Evaluation of adherence to ISO 37002: Whistleblowing management systems	-	Review and enhance policies, as well as complaint handling and whistleblowing procedures, in alignment with the Whistleblowing Management System (ISO 37002), while communicating and providing training to employees on available reporting channels.	Conduct an assessment of the complaint management system in accordance with ISO 37002 guidelines, by the Internal Audit function or an independent assessor, and develop an Improvement Plan.	Enhance the complaint handling and whistleblowing management system to ensure effectiveness, transparency, and alignment with international standards, while continuously monitoring and evaluating its performance.

Strategic Initiative

The Company is committed to enhancing its whistleblowing and complaint management system to ensure effectiveness, transparency, and fairness. It develops secure and confidential reporting channels, along with systematic investigation and follow-up processes, to promote a culture of transparency and accountability across the organization. These efforts also strengthen the Company’s governance framework in alignment with international best practices, such as the Whistleblowing Management System (ISO 37002).

Strategic Initiative	Year	Expected Outcomes
Development of the Whistleblowing Management System (in accordance with ISO 37002 guidelines).	2026	<ul style="list-style-type: none"> Review and enhance policies, as well as whistleblowing channels and complaint handling processes, in alignment with ISO 37002 guidelines, while ensuring systematic communication and training for employees at all levels.
	2027	<ul style="list-style-type: none"> Assess the effectiveness of the Whistleblowing System through the Internal Audit function or an independent assessor, and develop an Improvement Plan to ensure alignment with ISO 37002 guidelines.
	2028	<ul style="list-style-type: none"> Enhance the Whistleblowing System to achieve maximum effectiveness, transparency, and continuous monitoring, in alignment with international best practices, while regularly reporting performance outcomes to the Board of Directors and stakeholders.
Promotion of a transparency-driven organizational culture and whistleblowing practices (Speak-up Culture Development).	2026	<ul style="list-style-type: none"> Provide communication and training for employees at all levels on the whistleblowing policy, reporting channels, and whistleblower protection measures, in order to build awareness and foster confidence in the system in a tangible manner.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Promote awareness of whistleblowing channels among employees and stakeholders through continuous proactive communication, while monitoring the number of reports and evaluating management outcomes to further improve the system.
	2028	<ul style="list-style-type: none"> Develop a system for tracking and reporting complaint management outcomes to senior management and the Board of Directors, while disclosing summarized performance results to the public through the Company's annual report.

Risk Management

Risk 1 : Whistleblowing System Ineffectiveness Risk

• Risk Characteristic

The current whistleblowing system may have limitations in terms of accessibility of reporting channels or a lack of clear and systematic investigation processes, which could result in irregularities or internal misconduct not being reported or addressed in a timely manner.

• Risk Impact

Issues may accumulate and escalate without proper resolution, potentially impacting the Company's reputation and the quality of its corporate governance as a listed entity, leading to a loss of confidence among investors and stakeholders.

• Risk Management Measures

- Develop diverse and easily accessible whistleblowing channels, covering both online systems and confidential reporting options.
- Establish clear investigation procedures and defined timelines, with regular reporting to the Board of Directors.
- Conduct an annual assessment of the system's effectiveness by the Internal Audit function or an independent assessor.

Risk 2 : Speak-up Culture Risk

• Risk Characteristic

Employees and stakeholders may have concerns about potential retaliation or adverse consequences from reporting misconduct, or may lack confidence in the security and effectiveness of the system. This could lead to a culture of silence, which is contrary to the principles of good corporate governance.

• Risk Impact

Ethical issues or misconduct may not be reported at an early stage, leading to increased governance risks and adversely affecting the organization's long-term effectiveness.

• Risk Management Measures

- Provide regular and continuous training for employees at all levels on their rights, reporting channels, and whistleblower protection measures.
- Ensure that senior management clearly and consistently demonstrates commitment and support for a Speak-up culture.
- Clearly communicate and reinforce confidentiality and whistleblower protection measures through formal policies and proactive organizational communication channels.

Attachments

URL Link to the Document : <https://www.wice.co.th/whistleblowing-and-complaint-procedures/?lang=th>



Governance of Risk and Management Compliance

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

WICE Logistics Public Company Limited recognizes the strategic importance of leadership continuity and is committed to developing a comprehensive and systematic succession planning framework for the Group CEO, senior executives, and critical positions across the organization. This process includes identifying and prioritizing critical roles, assessing potential candidates, and establishing a talent pool, along with developing Individual Development Plans (IDPs) for high-potential successors. The framework is integrated with the Company’s Talent Management and Enterprise Risk Management systems to support sustainable and stable long-term organizational growth.

Targets

The Company has established a Succession Plan for the Group CEO, senior executives, and key positions across the organization, including the identification of successor candidates and the development of Individual Development Plans (IDPs) to ensure a continuous pipeline of capable leaders ready to assume critical roles.

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a succession plan for the President & CEO, senior executives, and key position holders.	In Progress	In Progress	In Progress	Success
• Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.	In Progress	In Progress	Success	Success
• Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance, and specifying essential competencies for each position.	In Progress	In Progress	Success	Success
• Identification and assessment of high-potential employees for future key roles.	In Progress	In Progress	Success	Success
• Development of Individual Development Plans	In Progress	In Progress	Success	Success
• Monitor IDP progress and evaluate the overall effectiveness of the succession plan, ensuring key role incumbents participate in and complete essential training and skill development.	In Progress	In Progress	In Progress	Success

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company. 	In Progress	In Progress	In Progress	Success
Disclose the performance of succession planning and related risk management measures in the Company's annual report.	-	In Progress	Success	Success

Strategic Initiative

The Company develops a Succession Planning and Talent Management system for key positions across the organization, including the Group CEO and senior executives. This includes establishing a talent pool and enhancing employee capabilities through Leadership Development Programs to ensure leadership continuity and support long-term organizational growth.

Strategic Initiative	Year	Expected Outcomes
Development and implementation of a Group-wide Succession Planning System for the Group CEO, senior executives, and critical positions across the organization.	2026	<ul style="list-style-type: none"> Identify and prioritize critical positions across the organization, including the Group CEO and senior executives, and establish a Succession Plan by identifying high-potential successor candidates and developing a talent pool for WICE Logistics Public Company Limited.
	2027	<ul style="list-style-type: none"> Develop the capabilities of employees in the talent pool through Leadership Development Programs, establish Individual Development Plans (IDPs) for each successor candidate, and regularly monitor and evaluate their development progress.
	2028	<ul style="list-style-type: none"> Conduct a comprehensive review and evaluation of the effectiveness of the Succession Plan to ensure that the Company has a sufficient pipeline of capable leaders ready to assume critical roles and support sustainable long-term organizational growth.
Development of an Integrated Talent Management and HR Risk Management system.	2026	<ul style="list-style-type: none"> Establish a Talent Identification and Talent Pool system for critical positions across the organization, linked with performance evaluation and potential assessment (Performance & Potential Assessment), and disclose the results in the Company's annual report.
	2027	<ul style="list-style-type: none"> Develop a Leadership Development system and a Career Development Framework to prepare employees for future leadership roles, along with establishing a Key Talent Retention Plan to retain high-potential personnel.
	2028	<ul style="list-style-type: none"> Integrate the Talent Management system with the Enterprise Risk Management (ERM) framework to manage human capital risks and support the sustainable growth of WICE Logistics Public Company Limited.

Risk Management

Risk 1 : Leadership Succession Risk

- **Risk Characteristic**

Senior executive positions, particularly the Group CEO, may become vacant without sufficiently prepared successors due to resignation, retirement, or unforeseen circumstances, which could disrupt the business continuity of WICE Logistics Public Company Limited.

- **Risk Impact**

Strategic decision-making processes may be disrupted, leading to a loss of confidence among investors in the Stock Exchange of Thailand (SET), customers, and stakeholders, thereby affecting the Company's long-term operational continuity and stability.

- **Risk Management Measures**

- Establish a Succession Plan for all critical positions, with at least two successor candidates identified at different readiness levels for each role.
- Develop an Emergency Succession Protocol for the Group CEO and senior executives to address urgent succession scenarios.
- Report the progress of the Succession Plan to the Board of Directors for acknowledgment and recommendations at least once a year.
- Disclose information on Succession Planning in the Company's annual report in accordance with good corporate governance practices.

Risk 2 : Talent Retention and Development Risk

- **Risk Characteristic**

High-potential employees within the talent pool may leave the organization or may not receive sufficient development in the required skills and competencies, resulting in a lack of "ready-now" successors for critical roles in the future.

- **Risk Impact**

The Company may need to rely on external recruitment, which involves higher costs and longer onboarding periods, potentially leading to a loss of competitive advantage and impacting the Company's long-term operational efficiency.

- **Risk Management Measures**

- Establish Individual Development Plans (IDPs) for all successor candidates, with regular monitoring and evaluation of their development progress.
- Develop a cross-country rotation program for the organizational talent pool to enhance international business experience and management capabilities.
- Review compensation and benefits packages for high-potential employees to ensure competitiveness in the labor market.
- Integrate the Talent Management system with Enterprise Risk Management (ERM) to systematically monitor and manage human capital risks across the organization.

Attachments

URL Link to the Document : <https://www.wice.co.th/succession-planning-for-ceo/>



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.wice.co.th/sustainability-reports/>



The organization has prepared a greenhouse gas emissions inventory.

Targets

WICE Logistics Public Company Limited recognizes the impacts of climate change as a strategic risk affecting the economy, society, and long-term business sustainability. The Company has therefore established a clear direction and target to achieve Net Zero Emissions by 2050, in line with the principles of the Science Based Targets initiative (SBTi), as approved by the Board of Directors. In this regard, the Company prepares and discloses its greenhouse gas inventory with transparency and accuracy, in accordance with ISO 14064-1:2018 (Carbon Footprint for Organization), with external verification. The information is consistently disclosed to all stakeholders on an annual basis. The Company also implements concrete greenhouse gas reduction actions based on the SBTi approach of “Avoid–Reduce–Replace–Offset,” enabling effective execution of its decarbonization roadmap and supporting the achievement of its Net Zero 2050 target.

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

The Company plans to develop a Carbon Management System to systematically calculate, record, and monitor greenhouse gas emissions from its transportation operations. It is also preparing for third-party verification to ensure data accuracy in alignment with international standards such as ISO 14083 and the GLEC Framework. The system will be implemented in actual operations to enhance data credibility, support effective greenhouse gas management, and enable the Company to provide accurate and transparent emissions data to customers, thereby supporting carbon management across the supply chain.

Strategic Initiative	Year	Expected Outcomes
Development of a Carbon Management System and Carbon Verification	2026	• The organization has developed a Carbon Management System to calculate, record, and monitor greenhouse gas emissions for each type of transportation.
	2027	• The organization has developed a Carbon Management System to calculate, record, and monitor greenhouse gas emissions for each type of transportation.
	2028	• The organization has successfully undergone third-party verification by an external body and has implemented the Carbon Management System in its operations.

Risk Management

Risk 1 : Greenhouse gas emissions calculations may contain discrepancies due to incomplete internal data, which may affect the accuracy and reliability of the reported results.

- **Risk Characteristic**

The collection of activity data related to greenhouse gas emissions may be incomplete or lack sufficient detail. In addition, inconsistent data recording practices may lead to discrepancies in the data used for emissions calculations.

- **Risk Impact**

Inaccurate collection and reporting of greenhouse gas emissions data may affect the credibility of disclosures and the successful completion of Third Party Verification under ISO 14083 and the Global Logistics Emissions Council (GLEC) Framework. It may also hinder the effective target-setting process and the implementation of greenhouse gas emissions reduction measures.

- **Risk Management Measures**

Establish clear guidelines, standards, and a systematic data collection plan through coordination with relevant departments to ensure that the data obtained is accurate, reliable, and standardized. In addition, develop a comprehensive data collection system and implement internal verification or review processes before the data is used for greenhouse gas emissions calculations and reporting.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/WICE/1773891683172.pdf>



Decarbonization

The Company is committed to being one of the driving forces in reducing greenhouse gas emissions in support of the national goal of achieving net-zero greenhouse gas emissions by 2050, while conducting its business based on the principles of sustainable development. The Company therefore aims to elevate its operational standards to align with the transition toward a low-carbon logistics business, through corporate strategies driven by all business units, covering operational processes, practices, and the development of a sustainability-oriented corporate culture.

The Company is currently in the process of establishing Science-Based Targets (SBTs) for greenhouse gas emissions reduction, alongside improving logistics operational efficiency, enhancing energy efficiency, and transitioning its transportation fleet toward low-carbon technologies, such as electric tractor trucks or vehicles with higher emission standards.

In addition, the Company places strong emphasis on strengthening collaboration across the entire supply chain by promoting knowledge and understanding of carbon reduction among customers, business partners, and stakeholders. The Company also promotes green logistics business models through the use of carbon data to analyze and design the most efficient transportation solutions, such as route optimization, load optimization, and the selection of lower-carbon transport modes, in order to support the tangible transition toward a low-carbon society.

Targets

The Company has established greenhouse gas emission reduction targets in alignment with the Science-Based Targets initiative (SBTi), ensuring that its decarbonization efforts contribute to limiting global temperature rise.

In this regard, the Company plans to review and refine its greenhouse gas reduction target framework in accordance with scientifically recognized methodologies. This will support the development of clear, measurable targets aligned with international standards in the future, and enable the Company to formally declare its commitment under the SBTi framework.

Topic	GHG emissions in the base year (tCO ₂ e / ton of Container)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2024	2026	2027	2028
Greenhouse gas emission reduction volume	0.0281	6.10	12.37	22.70

Remark : Note: The targets set are based on internal calculations and have not yet been validated by an external organization. The Company will review and refine these targets to ensure alignment with the criteria and obtain formal validation from the Science-Based Targets initiative (SBTi).

Strategic Initiative

The Company has established strategic initiatives to strengthen carbon management by developing a Carbon Management System aligned with ISO 14083 and the GLEC Framework, alongside implementing science-based emission reduction targets (SBTi). These efforts include improving low-carbon business processes, engaging key stakeholders, and transitioning to electric and higher-emission-standard vehicles through a structured roadmap to achieve sustainable greenhouse gas reduction.

Strategic Initiative	Year	Expected Outcomes
Development of a Carbon Management System and Carbon Verification	2026	<ul style="list-style-type: none"> The organization has developed a Carbon Management System to calculate, record, and monitor greenhouse gas emissions for each type of transportation.
	2027	<ul style="list-style-type: none"> The organization plans to implement monitoring tools to effectively support greenhouse gas emissions reduction and to conduct third-party verification to ensure system credibility, in accordance with ISO 14083: Greenhouse Gas Emissions from Transport Chain Operations and the Global Logistics Emissions Council Framework (GLEC Framework).
	2028	<ul style="list-style-type: none"> The organization has successfully undergone third-party verification by an external body and has implemented the Carbon Management System in its operations.
The organization is preparing a greenhouse gas emissions reduction plan for submission to the Science Based Targets initiative (SBTi).	2026	<ul style="list-style-type: none"> The Company has prepared and summarized the Carbon Intensity per Service and initiated the planning of greenhouse gas emissions reduction in line with the Science-Based Targets initiative (SBTi), including the submission of its commitment to SBTi.
	2027	<ul style="list-style-type: none"> The Company will implement greenhouse gas emissions reduction in accordance with the established plan through projects, policies, and the transition toward low-carbon business processes. In addition, the Company will commit to the Science Based Targets initiative (SBTi) and carry out carbon reduction activities in line with the defined roadmap.
	2028	<ul style="list-style-type: none"> The Company will further strengthen its commitment to greenhouse gas emissions reduction by engaging key stakeholders, including customers, suppliers, and business

Strategic Initiative	Year	Expected Outcomes
A project to transition tractor trucks to electric vehicles and upgrade to newer engines with higher emission standards.	2026	partners, to collaboratively develop a low-carbon business ecosystem.
	2027	<ul style="list-style-type: none"> Conduct a feasibility study for the procurement of electric tractor trucks to assess feasibility, performance, and available market options. Conduct pilot testing and evaluate the performance of electric vehicles and vehicles with higher emission standards. The assessment includes analysis of cost, energy consumption, and the differences in greenhouse gas emissions reduction to support decision-making for potential expansion in the following year.
	2028	<ul style="list-style-type: none"> Summarize the results and develop a roadmap for the systematic transition of vehicles to support the organization’s sustainable greenhouse gas emissions reduction.

Risk Management

Risk 1 : Greenhouse gas emissions calculations may contain discrepancies due to incomplete internal data, which may affect the accuracy and reliability of the reported results.

• **Risk Characteristic**

The collection of activity data related to greenhouse gas emissions may be incomplete or lack sufficient detail. In addition, inconsistent data recording practices may lead to discrepancies in the data used for emissions calculations.

• **Risk Impact**

Inaccurate collection and reporting of greenhouse gas emissions data may affect the credibility of disclosures and the successful completion of Third Party Verification under ISO 14083 and the Global Logistics Emissions Council (GLEC) Framework. It may also hinder the effective target-setting process and the implementation of greenhouse gas emissions reduction measures.

• **Risk Management Measures**

Establish clear guidelines, standards, and a systematic data collection plan through coordination with relevant departments to ensure that the data obtained is accurate, reliable, and standardized. In addition, develop a comprehensive data collection system and implement internal verification or review processes before the data is used for greenhouse gas emissions calculations and reporting.

Risk 2 : Risk of failing to obtain validation for greenhouse gas emissions reduction targets under the Science Based Targets initiative (SBTi).

• **Risk Characteristic**

The greenhouse gas emissions reduction targets may not align with the criteria, calculation methodologies, or requirements of the Science Based Targets initiative (SBTi). This may include issues related to the definition of emissions boundaries (Scopes), the selection of a base year, or the methodologies used to project emissions reductions that do not comply with the established guidelines.

• **Risk Impact**

This may result in the Company being unable to obtain validation of its targets from the Science Based Targets initiative (SBTi), which could affect the credibility of the organization’s climate-related commitments. Such a situation may undermine the

confidence of customers, investors, and other stakeholders, and could also disrupt the continuity of implementing science-based climate actions. In addition, the Company may be considered to have insufficient progress within the timeframe specified by SBTi (within two years after the commitment is made).

- **Risk Management Measures**

1. Thoroughly study and understand the guidelines and requirements of the Science Based Targets initiative (SBTi).
2. Develop a detailed action plan for each measure, including clearly defined responsibilities and timelines.
3. Monitor progress on a quarterly basis and ensure continuous progress toward target validation.
4. Prioritize quick-win initiatives and low-cost measures to achieve short-term results.
5. Promote internal communication to encourage participation and engagement from all departments.

Risk 3 : The replacement of existing diesel vehicles with EVs or tractor trucks that meet higher emission standards may not achieve the planned targets due to costs and budget requirements being higher than initially anticipated.

- **Risk Characteristic**

- Financial and Capital Expenditure (CAPEX) Risk
- The cost of EV vehicles remains significantly higher than diesel vehicles, at nearly three times the price.
- Infrastructure costs, such as charging stations and electrical system upgrades, may exceed the allocated budget.

- **Risk Impact**

Delays or lower-than-target procurement of EV vehicles or higher-emission-standard tractor trucks may hinder the planned increase in low-emission vehicles over the three-year period. This may lead to emissions reductions not meeting projected targets and could impact confidence in the JUMP+ Climate Action plan.

- **Risk Management Measures**

1. Conduct a comprehensive feasibility study and utilize the actual results from the first year to adjust the investment plan in alignment with the allocated budget.
2. Adopt procurement models that help reduce financial burden, such as leasing, Battery-as-a-Service (BaaS), or financing arrangements from vehicle manufacturers.
3. Prioritize routes that deliver the highest impact and cost-effectiveness (High Impact Routes) for initial implementation.
4. Seek government incentives or partnerships to help reduce the cost of EV vehicles or tractor trucks with higher emission standards, where such support programs are available.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/WICE/1773900981962.pdf>

