Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED

(CHAO)

at 30 June 2026

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CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED

SET

Agro & Food Industry / Food & Beverage

CG Report :

SET ESG Ratings: **A**

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

Business Type

Manufacturer and distributor of snack products and processed meat products

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	1,433.38	1,593.26	1,511.07	N/A
Expenses	1,343.77	1,433.03	1,322.77	N/A
Net Profit	70.33	133.42	161.61	N/A
Balance Sheet (MB)				
Assets	1,421.07	1,327.83	870.16	N/A
Liabilities	374.76	293.99	272.33	N/A
Shareholders' Equity	1,044.53	1,033.84	597.83	N/A
Cash Flow (MB)				
Operating	102.62	185.89	239.40	N/A
Investing	-476.80	-89.05	-48.43	N/A
Financing	-58.99	294.91	-274.74	N/A
Financial Ratio				
EPS (Baht)	0.23	0.48	0.64	N/A
GP Margin (%)	35.68	36.46	37.87	N/A
NP Margin (%)	4.81	8.37	10.70	N/A
D/E Ratio (Times)	0.36	0.28	0.46	N/A
ROE (%)	6.77	16.35	27.03	N/A
ROA (%)	6.52	14.58	21.64	N/A

JUMP+ Plan

Business Plan

Target in 2028

Revenue Growth	**10%-15%** Percent

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Plan to elevate business growth and build Chaosua brand value to an international level.	✓	✓	

Governance Plan

1. Enhancing the competency and performance of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing business continuity management
4. Strengthening emerging risk oversight practices

Climate Action Plan

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

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Revenue Growth (Percent)	10%-15%	1,433	606

The Company has set a revenue growth target for 2028 with a Compound Annual Growth Rate (CAGR) of 10% - 15% compared to the 2025 revenue base of 1,433 million Baht. by focusing on driving operational performance through key strategies, encompassing both organic growth and strategic investment-driven growth, along with enhancing operational efficiency to support the achievement of long-term net profit targets.

Over the next three years, the Company will focus on strengthening its domestic business by comprehensively enhancing the efficiency of key distribution channels, including modern retail, traditional retail, online channels, and other channels. Concurrently, the Company will systematically accelerate its international market expansion & diversification efforts, with an emphasis on improving efficiency in key countries such as China and the United States, along with leveraging growth in existing markets and expanding into new markets with high potential, which is expected to enhance revenue diversification.

Regarding products, the Company continues to focus on product portfolio management by emphasizing the Better-for-You Snack category to increase value and enhance business profit margins through continuous product innovation and the expansion of product categories into high-growth potential segments.

In addition to organic growth, the Company also seeks inorganic growth opportunities through joint ventures or strategic investments in businesses related to the snack and shelf-stable processed food industry to enhance market access capabilities.

To continuously enhance profitability, the Company prioritizes maintaining discipline in operational efficiency & cost optimization, along with investing in alternative energy, such as the installation of solar roofs, to improve the efficiency of cost of goods sold management and support long-term sustainable growth.

Growth plan/Increase business value

Strategic Plan : Plan to elevate business growth and build Chaosua brand value to an international level.

Strategy 1: Strengthening Domestic Business

1. Strengthen modern retail channels (Modern Trade).

- Establish strategic collaborations with key customers through joint planning of product categorization, sales promotion plans, and medium-to-long-term marketing campaigns.
- Increase product display space in high-visibility areas such as main shelves, display points, and special promotional areas.
- Adjusting product structure to suit distribution channels.
- Implement integrated marketing (360 degree Marketing) to build brand awareness.
- Collaborate with partners to expand B2B channels and extend product usage in diverse formats.

2. Enhance distribution channels through traditional retail stores (Traditional Trade)

- Adjust the distribution model from using agents to direct wholesalers.
- Expand access to community stores and small shops nationwide to increase distribution coverage.

- Strengthen operations through fresh product chain stores.

3. Strengthen online and new channels.

- Reduce reliance on external e-commerce platforms and develop the company's online sales channels such as LINE, Facebook, and the company website.
- Create exclusive products and special offers for online channels.
- Implement integrated marketing (360 degree Marketing) to build brand awareness.

Strategy 2: Continuous International Market Expansion & Diversification

1. Enhance operational efficiency in key countries.

Expanding into the Chinese market

- Expand to new distributors and retailers.
- Increase points of sale.
  - Recruit new distributors to expand offline channels, increasing distribution coverage and consumer touchpoints in key areas.
  - Expand online channels (O2O) as a tool to generate product demand and sales.
- Continuously conduct digital marketing activities and build brand awareness.

Market expansion in the United States

- Expand into Asian/ethnic store networks and specialty stores to increase coverage, enhancing product visibility and trial purchase opportunities.
- Expand into mainstream supermarket channels to increase customer base and sales volume.
- Increase revenue proportion from the company's brands through new product launches to enhance profit margins.
- Maintain OEM business base through strategic collaborations and continuous good customer relationships.

2. Drive growth in existing operating countries while expanding into new countries.

- Continuously monitor sales and launch new products in line with local tastes.
- Participate in international trade shows and marketing activities as a channel to build brand awareness and increase opportunities for market expansion into new potential countries.
- Expanding into Halal and European markets by selecting product groups suitable for each country to increase market access opportunities.

Strategy 3: Product Portfolio Management focusing on Better-for-You Snacks for sustainable growth

1. Rice Cracker Product Group

Continuously launch new products.

- Focus on developing and expanding new product formats, including consumption experiences, to increase variety, create differentiation, and continuously meet evolving consumer demands.
- Develop new flavors by blending tastes that align with local market preferences while creating unique flavor identities to enhance product appeal, elevate competitiveness, and support international market expansion.

2. Processed Meat Snack Product Group

- Strengthen the processed pork product group through product development and processing methods that offer differentiation in terms of taste, quality, and packaging.
- Expand product groups from other animal types to support entry into Halal and international markets, such as processed fish products, in compliance with regulations, to increase market expansion opportunities.

3. Processed Grain Snack Product Group

- Develop more diverse products that better meet the needs of target customer groups.

- Expand domestic product groups by focusing on potential markets and aligning with health product trends.

4. Processed Food Product Group

- Expand B2B businesses such as HORECA and Food Service to apply processed food products in more diverse consumption and usage formats.

Strategy 4: Seeking Joint Venture Opportunities in New Businesses

1. Study the feasibility of investing in businesses related to the snack or shelf-stable processed food industry.

- Study the company's potential and financial readiness to assess its ability to utilize existing funding sources to support investment for future growth.
- Focus on businesses with a Better-for-You product portfolio to align with health-conscious consumer trends and strengthen the company, consistent with its sustainable growth direction.
- Consider businesses with both domestic and international customer bases to increase market expansion opportunities.
- Consider businesses that can create synergy in terms of new product innovation development and leveraging manufacturing expertise.
- Investing in successful and continuously growing businesses to generate long-term returns and added value.

Strategy 5: Enhancing Production Efficiency and Cost Management (Operational Efficiency & Cost Optimization)

1. Enhancing operational efficiency across all businesses.

- Manage raw material and packaging procurement in appropriate quantities to mitigate risks from fluctuating raw material costs, reduce excess inventory, and enhance working capital efficiency, thereby strengthening cost competitiveness.
- Waste Reduction in the production process to support the return of business profit margins to a more stable level in the next period.
- Invest in automation and modern production technology to enhance production efficiency, reduce reliance on unnecessary labor, and improve product quality consistency.
- Utilize renewable energy through Solar Roof installation to reduce long-term electricity costs and support sustainability goals and environmentally friendly business operations.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	-	-	10%-15%	-9.8%	-9.3%

Progress description

The operating performance for the first 6 months of 2026 showed a year-on-year (YoY) growth rate of -9.3%. The company is currently implementing proactive measures to stimulate revenue throughout its 3-year plan (2026-2028) to revitalize its status and drive the Compound Annual Growth Rate (CAGR) to achieve a target of 10%-15% by 2028.

Strategic Initiative

Strategic Initiative 1 : Aims to strengthen domestic business by enhancing the efficiency of key distribution channels, covering modern retail channels (Modern Trade), traditional retail channels (Traditional Trade: TT), online channels, and new channels, to expand consumer reach and enhance long-term growth potential.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Revenue from modern retail channels has grown continuously due to collaboration with key customers. • Increased sales in traditional retail channels to achieve broader coverage. • Expanded customer base through the company's direct online sales channels. • Domestic business sales increased by approximately +10 - 15% (YoY).	• Revenue from modern retail channels has shown continuous growth due to cooperation with key customers. • Ability to further expand sales coverage in traditional retail channels. • Build an additional customer base directly from the company's online sales channels.

Strategic Initiative 2 : Aims to systematically expand business in international markets by strengthening operations in core countries, while fostering growth in secondary countries and expanding into new potential markets. This will be achieved through the development of both offline and online distribution channels, adapting products and brands to local tastes, and forming strategic partnerships to diversify risks and support long-term sustainable growth.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Further expand distributors and key points of sale in China. • Further expand coverage in Asian/ethnic stores and specialty stores in the United States. • Increase repeat orders from customers in secondary countries and continuously expand into new countries. • International business sales increase by approximately +20 - 30% (Year-on-Year).	• Expand coverage in Asian/ethnic and specialty stores in the United States. • Increase repeat orders from customers in secondary countries and continuously expand into new countries.

Strategic Initiative 3 : Aims to increase value and strengthen the product portfolio by focusing on managing the proportion of products in the Better-for-You Snack category, alongside developing innovation and extending products into new categories with high growth potential, to accommodate changing consumer demands, and to enhance the company's competitiveness in both domestic and international markets.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Increase product variety and sales in the categories of crispy rice snacks and processed meat snacks. • Increase sales of grain-based processed snacks to achieve broader domestic coverage, consistent with health and wellness	• Increase product variety and sales within the group • Increase sales of processed grain-based snacks more extensively nationwide, in line with healthy product trends.

Year	Expected Outcomes	Actual Result
	trends. • Expand the growth of processed food products in the B2B segment through increased commercial applications. • Product sales are projected to increase by approximately +10 - 15% (Year-on-Year).	• Expand the growth of processed food products in the B2B segment through increased commercial utilization.

Strategic Initiative 4 : To seek joint venture and strategic investment opportunities in the snack and processed food business to enhance long-term growth potential through expanding production capabilities, accessing new markets, and extending into high-growth potential products, while prioritizing investments in successful businesses to appropriately manage risk and increase value creation for the company.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Assess financial potential and liquidity to support investment and external growth. • The Company has studied investment targets in the snack or shelf-stable processed food business that align with the Better-for-You Snack segment.	The Company has explored investment targets in the shelf-stable snack or processed food business that align with the Better-for-You Snack segment.

Strategic Initiative 5 : Aims to enhance operational efficiency across all business segments through appropriate management of raw material and packaging procurement to reduce cost volatility and improve working capital efficiency. This is coupled with reducing production losses and investing in automation and modern technologies to enhance efficiency and consistency of product quality, while also utilizing renewable energy through solar roofs to reduce long-term energy costs.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop a systematic procurement planning system linked to forecasted sales and production. • Develop a Waste Monitoring System for all production lines. • Install and implement an automated system in key processes to reduce waste rates. • Commence partial self-generation of electricity through Solar Roof installation.	• Develop a procurement planning system systematically linked to sales and forecasted production. • Develop the implementation of a Waste Monitoring System across all production lines. • Install and commence operation of an automated system in key processes to reduce the waste rate.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company engages external consultants to support the development of the Board's evaluation framework and to provide recommendations for the Board's performance assessment	In Progress	In Progress	Success	Not Started	In Progress

Strategic Initiative

Strategic Initiative : Board Development & Evaluation Program: Collecting and analyzing board evaluation guidelines from the CG Code, IOD, and best practices of other listed companies to enhance the quality and efficiency of corporate governance. This involves conducting a Gap Analysis between the Board's actual practices and the criteria set by the CG Code, IOD guidelines, and other leading listed companies' best practices. The goal is to elevate CGR (Corporate Governance Report) assessment scores and overall corporate governance efficiency.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Developing the Board Skills Matrix and Individual Development Plan (IDP) for Directors, alongside providing foundational training on ESG and Risk Management.	Developing the Board Skills Matrix and Individual Development Plan (IDP) for Directors, alongside providing foundational training on ESG and Risk Management.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Elevate the anti-corruption and bribery management system by expanding the practical implementation of policies at all organizational levels. This will be achieved through employee training, communication with business partners and stakeholders, the establishment of an anti-corruption declaration form (Supplier Declaration), and the review of whistleblowing channels, all aimed at fostering a transparent organizational culture. Concurrently, preparations will be made for participation in the Collective Action Coalition Against Corruption (CAC) by 2027.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	Success	Success	Not Started	Success
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	In Progress	Success	Success	Not Started	Success
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	Success	Success	Success	Not Started	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Success	Success	Success	Not Started	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	In the process of applying for certification.	Certified	Certified	Signatory	Signatory
Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies	Completed	Completed	Completed	-	In progress

Strategic Initiative

Strategic Initiative : The Supply Chain Transparency Enhancement Project (Supply Chain Transparency Project) aims to promote the establishment of anti-corruption policies and measures by critical Tier 1 suppliers directly engaged with the company. This includes continuous monitoring and evaluation of supplier performance to foster transparency and good governance in procurement.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Prepare a list of critical Tier 1 partners. policies to partners and relevant stakeholders. • Communicate anti-corruption and anti-bribery	• Prepare a list of critical partners (Critical Tier 1) • Communicate anti-corruption and anti-bribery measures to partners and relevant stakeholders

Year	Expected Outcomes	Actual Result
	• Ensure at least 70% of critical partners acknowledge and sign the Partner Code of Conduct.	• At least 70% of critical partners acknowledge the partner code of conduct policy

Governance of Risk and Management Compliance

Enhancing business continuity management

Elevate the company's business continuity management system to be more prepared and systematic by developing a comprehensive Business Continuity Plan (BCP) that covers all critical departments. This includes conducting BCP drills at least once a year to ensure effective response and restoration of operations during emergencies, encompassing production, distribution, information technology systems, and internal communication.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has developed,reviewed,and conducted drills for its Business Continuity Plan (BCP) and crisis response protocols.	Success	Success	Success	Not Started	In Progress
Prepare and conduct the annul review of the business continuity management plan.	Success	Success	Success	Not Started	In Progress
Organize Crisis Management Drills	Success	Success	Success	Not Started	In Progress
Achieve ISO 22301: Business continuity management systems certification	In progress	In progress	Completed	-	In progress

Strategic Initiative

Strategic Initiative : Elevate the company's business continuity management system to be more prepared and systematic by developing a comprehensive Business Continuity Plan (BCP) that covers all critical departments. This includes conducting BCP drills at least once a year to ensure effective response and restoration of operations during emergencies, encompassing production, distribution, information technology systems, and internal communication.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop a BCP plan covering key departments and define the Recovery Time Objective (RTO) for each process.	is in the process of operation

Strengthening emerging risk oversight practices

This strategic plan aims to elevate the company's risk management system to systematically identify, analyze, and monitor “Emerging Risks” in a timely manner in response to changes. This will be achieved by integrating it into the strategic planning and decision-making processes of senior management, as well as developing effective tools and risk databases to enhance the ability to forecast and mitigate the impact of potential future events.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for managing emerging risks.	In Progress	Success	Success	Not Started	In Progress
Conduct an analysis to identify and assess a minimum of three emerging risks with potential business impact.	In Progress	Success	Success	Not Started	In Progress
Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans	In Progress	Success	Success	Not Started	In Progress
Engagement of senior management in the tracking and decision processes related to emerging risks.	In Progress	Success	Success	Not Started	In Progress
Develop an emerging risk monitoring and reporting system (Emerging Risk Monitoring System)	In progress	Completed	Completed	-	In progress

Strategic Initiative

Strategic Initiative : Develop an Emerging Risk Monitoring system to collect data from various departments and analyze risk trends that may impact the business in the short, medium, and long term, based on economic, technological, environmental, and regulatory trends. The system shall also report results to the Risk Management Committee at least once a year for strategic decision-making.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Design a conceptual framework and structure for a risk monitoring system (Monitoring Framework) and define early warning indicators (EWI).	In progress

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

URL Link to the Document : Year of the Report 2025
https://chao.listedcompany.com/misc/flipbook/index.html?id=298833

Year of the Report 2024
https://chao.listedcompany.com/misc/flipbook/index.html?id=288253

Elevate the preparation of certified Carbon Footprint of Organization (CFO) greenhouse gas accounts into a continuous corporate carbon management system (GHG Management System) by preparing annual greenhouse gas emission trend reports, analyzing the proportion of main emission sources, and setting reduction targets to align with the company's long-term plans.

Targets

Title	Target			Actual Result
	2026	2027	2028	6M/2026
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success	Success

Decarbonization

Enhance the energy and resource efficiency of the organization by implementing projects to improve the efficiency of boilers and water usage systems in the factory, along with installing a solar rooftop system to help reduce electricity consumption from external sources. This initiative aims to achieve the goals of reducing greenhouse gas emissions (GHG Scope 1–2) and efficient water usage in line with ESG principles.

Targets

Title	GHG emissions in the base year (tCO_2e / Metric ton of product)	Target for reducing GHG emissions compared with the base year (tCO_2e / Metric ton of product)			Actual Greenhouse Gas Emission (tCO_2e / Metric ton of product)
	2023	2026	2027	2028	6M/2026
Amount of greenhouse gas emission reduction	1.85 tCO2e / tonne of product	1.58 tCO2e / tonne of product	1.48 tCO2e / ton of product	1.39 tCO2e / tonne of product	In progress

Remark : Reduced greenhouse gas emissions (Scope 1+2) by 2028, with a cumulative reduction of 24.85% compared to the 2023 base year, averaging a 5% annual reduction.

Strategic Initiative

Strategic Initiative : Energy and Resource Efficiency Project, focusing on improving boiler efficiency to conserve LPG usage, installing a solar rooftop system to reduce external electricity consumption, and optimizing the water system by detecting leaks and adjusting pressure appropriately, to enhance energy and resource efficiency, thereby supporting the organization's sustainable greenhouse gas emission reduction targets.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Clean Energy Management: Install additional Solar Rooftop systems to utilize >20% renewable energy, and control electricity consumption per ton of output to reduce by 25% compared to the base year.	Currently, it is in the process of evaluating feasibility and investment.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/CHAO0_JUMP%2B_Plan_Year_2026-2028_EN.pdf