



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



FOOD MOMENTS PUBLIC COMPANY LIMITED

(FM)

at 30 June 2026

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sSET	CG Report : -
Agro & Food Industry / Food & Beverage	SET ESG Ratings: -
	Anti-Corruption Certification (CAC): -

Business Type

FM is a holding company which has subsidiary operating core business companies in 2 business such as the manufacturing and distribution of butchered chicken and the manufacturing and distribution of processed cooked chicken parts.

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	7,191.95	7,382.14	5,791.00	N/A
Expenses	6,330.35	6,565.09	5,491.69	N/A
Net Profit	673.93	701.61	233.88	N/A
Balance Sheet (MB)				
Assets	4,970.85	4,702.97	3,466.23	N/A
Liabilities	1,199.85	1,269.40	1,394.57	N/A
Shareholders' Equity	3,719.56	3,391.38	2,031.95	N/A
Cash Flow (MB)				
Operating	646.54	1,057.95	405.22	N/A
Investing	-328.29	-852.57	-20.61	N/A
Financing	-486.29	344.41	-618.31	N/A
Financial Ratio				
EPS (Baht)	0.68	0.80	0.30	N/A
GP Margin (%)	15.26	14.86	9.27	N/A
NP Margin (%)	9.62	9.70	4.06	N/A
D/E Ratio (Times)	0.32	0.37	0.67	N/A
ROE (%)	18.95	25.87	11.51	N/A
ROA (%)	17.60	20.12	8.04	N/A

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	1,103.00 million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Driving growth through an increased contribution from high-margin value-added processed products (CAV)	✔		
2. Strategic Plan 2 : Expanding the raw poultry business and support the growth of the value added processed products segment (CAV)	✔		
3. Strategic Plan 3 : Expand Into New Business By Converting By-Products Into High-Value Offerings (Pet Food)	✔		
4. Strategic Plan 4 : Production efficiency and cost optimization	✔		
Governance Plan			
1. Enhancing anti-corruption and fraud prevention efforts			
2. Enhancing the prevention of insider information			
3. Enhancing business continuity management			

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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Net Profit (million Baht)	1,103.00	673.93	374.25

Food Moments Public Company Limited has set a revenue target of Baht 10,068 million and a net profit target of Baht 1,103 million by 2028, representing a compound annual growth rate (CAGR) of 12% and 16%, respectively, over the period 2025–2028. This growth is expected to be driven by an increasing contribution from high-margin products, expansion of the product portfolio, and overall improvement in operational efficiency.

Over the next 3 years, the Company will focus on strengthening its core businesses and increasing the proportion of high-margin businesses across both domestic and international markets. The Company will introduce new innovative products through value-added processed products (CAV), increase the average basket size of existing customers, and expand its customer base to the retail food service and QSR segments to broaden access. In addition, the Company will prioritize retaining and expanding customers in international markets, particularly Japan, while driving joint innovation with customers in the European Union. The Company will also expand into new markets, including Canada, Philippines, the Middle East, and South Africa.

The Company will accelerate the expansion of its raw chicken business in line with rising demand for CAV products. This includes increasing sales volumes with existing customers, expanding into new Food Service and Industrial customers, and enhancing sales of various chicken parts in international markets. These initiatives aim to improve product mix, optimize raw material utilization (yield), and create new growth opportunities.

The Company plans to develop its pet food business by assessing project feasibility, including options for direct investment by building a new production facility and strengthening talent capabilities, or exploring merger and acquisition (M&A) opportunities to accelerate business development.

In addition, the Company will enhance operational efficiency by increasing automation in production lines and improving productivity, including the installation of additional barcode systems to improve accuracy and support product traceability. The Company will also develop route management programs to reduce logistics costs, install additional solar roof systems to lower energy expenses, and implement demand-based production planning to minimize inventory losses.

These strategic initiatives will support sustainable growth, improve profit margins, and strengthen the Company’s competitiveness in both domestic and international markets.

Growth plan/Increase business value

Strategic Plan 1 : Driving growth through an increased contribution from high-margin value-added processed products (CAV)

The Company aims to enhance its revenue structure by increasing the proportion of high-margin products, such as value-added processed products (CAV), ready-to-cook/ready-to-eat products, and customized solutions. This will be achieved by leveraging the existing customer base, expanding access to high-potential domestic customers, and pursuing strategic international market expansion to create competitive differentiation and enhance long-term profitability. This strategy will enable the Company to transition from a “raw material producer” to a “high-quality food solutions provider,” which is a key driver in expanding gross margins, improving revenue quality, and strengthening the stability of future financial performance.

International Markets

Japan

- Expand to capture new customer base through high quality standards and reliability. Conduct studies on consumer demand and product opportunities, and adapt products and packaging to align with consumer preferences.
- Increase market share in the QSR segment by leveraging product quality strengths and engaging in joint product development with customers.

European Union

- Develop new products jointly with customers to broaden the product portfolio and address the specific requirements of the European market.
- Increase the basket size of existing customers through the development of Joint Business Plans, including collaborative product planning, while strengthening distribution channels through partnerships with distributors and key accounts.

New Strategic Country Market: Canada, Philippines, Middle East, and South Africa

- Expand into new markets to diversify risk, reduce reliance on core markets, and enhance international growth potential, with target countries selected based on market size, growth potential, and product demand levels.

Domestic Market

Building Stronger Relationships with Existing Domestic Customers

- Develop new product innovations tailored to the specific needs of each customer, including taste, product format, and ease of use, while strengthening R&D capabilities and enhancing formulation flexibility to create differentiation from competitors’ products.
- Increase the average basket size of existing customers by introducing additional new products to drive revenue growth.

Capturing New Domestic Customers

- Expand into restaurant, food service, and QSR segments by delivering specialized solutions that meet customers’ operational and quality requirements

Targets

• Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	11.25	11.02	13.35	-2.58	-1.03
Net Profit Margin (%)	8.85	10.13	10.97	9.62	10.52

Strategic Initiative

Strategic Plan 1

Strategic Initiative : The Company aims to enhance its revenue structure by increasing the proportion of high-margin products, such as value-added processed products (CAV), ready-to-cook/ready-to-eat products, and customized solutions. This will be achieved by leveraging the existing customer base, expanding access to high-potential domestic customers, and pursuing strategic international market expansion to create competitive differentiation and enhance long-term profitability. This strategy will enable the Company to transition from a “raw material producer” to a “high-quality food solutions provider,” which is a key driver in expanding gross margins, improving revenue quality, and strengthening the stability of future financial performance.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	1) Revenue increase from CAV through existing customers. 2) Domestic revenue increase from expansion of the Retail, Food Service, and QSR customer base. 3) International revenue increases from expansion into new strategic country markets.	CAV's first-half revenue amounted to 1,663 million Baht, reflecting a growth of 195 million Baht or 13.3% compared to the same period of the previous year. This increase was attributed to revenue from existing customers and the expansion of the customer base within the Retail/Food Service/QSR segments.

Strategic Plan 2 : Expanding the raw poultry business and support the growth of the value added processed products segment (CAV)

The Company aims to strengthen supply stability by scaling raw chicken production in line with the growth of CAV products and its business expansion plans. This approach will enable higher capacity utilization, improve overall yield, and enhance cost competitiveness.

Domestic Market

Building Stronger Relationships with Existing Domestic Customers

- Increase sales volumes of raw chicken to existing customers to meet the continued growth in domestic demand, while improving production and delivery systems to efficiently support the rising order volumes from the CAV business.

Capturing New Domestic Customers

- Expand into the Food Service and Industrial segments by offering products specifically designed to meet usage requirements in terms of quality, consistency, and ease of food preparation.

International Market

Expanding collaboration with existing international customers

- Increase sales volumes to existing international customers with steadily growing product demand.
- Offer more types of chicken cuts to meet market demand and use the whole chicken more efficiently.

Targets

- Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	11.25	11.02	13.35	-2.58	-1.03
Net Profit Margin (%)	8.85	10.13	10.97	9.62	10.52

Strategic Initiative

Strategic Plan 2

Strategic Initiative : The Company aims to strengthen supply stability by scaling raw chicken production in line with the growth of CAV products and business expansion plans. This approach will enable higher capacity utilization, improve overall yield, and enhance cost competitiveness, supporting efficient operations and sustainable long-term growth.

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• 1) Revenue from the raw meat business grows in line with demand from CAV business. • 2) International revenue increases from Japan and the European Union through product trials and increase in product range aligned with end-market demand.	Revenue from sales to the CAV business grew, in line with CAV's sales. However, revenue from raw meat sales to other customers in the first half of the year decreased by 234 million baht, or 10.6%, compared to the same period last year, due to increased domestic broiler production entering the market, leading to an oversupply situation.

Strategic Plan 3 : Expand Into New Business By Converting By-Products Into High-Value Offerings (Pet Food)

Focus on creating new high-margin profit streams by leveraging by-products from existing production processes to develop the pet food business, a high-growth market that will help increase revenue and improve the Company’s profit structure over the long term.

Feasibility Study

- Analyze market size and competitive landscape in the Pet Food business, together with an assessment of relevant regulatory requirements and the suitability of the Company’s by-products for product development.

Design and Develop New Factory

- Define production capacity in line with business objectives, design plant layout, and select required technologies. Prepare capital expenditure (Capex) plans and establish comprehensive quality standards and regulatory compliance frameworks.

Recruit and Develop New Team

- Recruit teams across R&D, QC, Production, and Commercial functions, alongside capability development in formulation and pet food technology, to build the expertise required for producing premium products for the Pet Food market.

Explore M&A Opportunities

- Identify and evaluate potential target companies with relevant Pet Food technologies or capabilities through due diligence processes and utilize M&A as a mechanism to accelerate market entry.

Targets

- Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	11.25	11.02	13.35	-2.58	-1.03
Net Profit Margin (%)	8.85	10.13	10.97	9.62	10.52

Strategic Initiative

Strategic Plan 3

Strategic Initiative : Focus on creating new high-margin profit streams by leveraging by-products from existing production processes to develop the pet food business, a high-growth market that will help increase revenue and improve the Company’s profit structure over the long term.

Status ● Caution		
Year	Expected Outcomes	Actual Result
2026	1) Establish a solid foundation for the Pet Food business through feasibility studies covering both self-investment and M&A options.	Currently under study and seeking partners

Strategic Plan 4 : Production efficiency and cost optimization

The Company aims to enhance operational efficiency across both the cooked-value chicken (CAV) and raw chicken businesses through investments in advanced technology and modern management systems. This will create cost advantages, improve the accuracy of production planning, and strengthen continuous quality control capabilities. The key strategies include the adoption of automation in production lines, flexible logistics management, and the use of production data to improve yield management. Together, these initiatives will help reduce losses, lower energy and logistics costs, enhance product quality consistency, and support sustainable growth and future business expansion.

Enhancing CAV Business Efficiency

- Manage logistics costs through flexible trading terms (FOB/CFR/CIF) to mitigate cost impacts, with a greater emphasis on FOB or Ex Works sales during periods of rising international freight rates.
- Implement demand-based production planning to reduce inventory losses.
- Increase the installation of solar rooftop systems to reduce energy expenses.

Enhancing Raw Chicken Business Efficiency

- Increase automation across production lines to enhance efficiency, reduce labor costs, and improve consistency in product quality.
- Enhance barcode systems to strengthen the inventory management system, enabling systematic control of raw material and product flows, as well as accurate identification and tracking of product status.
- Strengthen logistics capabilities through a Transportation Route Management System to improve automated route planning and GPS-based shipment tracking, thereby reducing errors, shortening delivery time and distance, which are systematically lowering logistics costs.
- Implement cost reduction initiatives alongside production process improvements by leveraging production data to enhance yield management, reduce waste, and improve consistency in product quality.
- Expand the installation of solar rooftop systems to reduce energy expenses.

Targets

- Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Gross Profit Margin (%)	12.85	14.11	15.13	15.26	14.69
Net Profit Margin (%)	8.85	10.13	10.97	9.62	10.52

Strategic Initiative

Strategic 4

Strategic Initiative : The Company aims to enhance operational efficiency across both the cooked added-value chicken (CAV) and raw chicken businesses through investments in advanced technology and modern management systems. This will create cost advantages, improve the accuracy of production planning, and strengthen continuous quality control capabilities. The key strategies include the adoption of automation in production lines, flexible logistics management, and the use of production data to improve yield management. Together, these initiatives will help reduce losses, lower energy and logistics costs, enhance product quality consistency, and support sustainable growth and future business expansion.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• 1) Yield improves in core production lines, resulting in lower raw material cost per unit, while demand-based production planning begins to deliver efficiency gains. • 2) Initial implementation of automation reduces labor costs and improves consistency in product quality. • 3) Accuracy of Inventory management improves through enhanced and expanded barcode systems.	The Group efficiently managed costs and controlled selling and administrative expenses, achieving a gross profit margin at the rate of 14.69% and selling and administrative expenses at the rate of 4.08%. This was accomplished by improving production yield efficiency and increasing the adoption of automated machinery, enabling the Group of Companies to maintain a net profit margin of 10.52%. The Group achieved gross profit and net profit margins better than the set targets.

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The company is committed to strengthening a robust governance system, adhering to the principle of zero tolerance for all forms of corruption, through the establishment of clear policies, effective internal controls, and the cultivation of an organizational culture of transparency.

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	In Progress	Success	In Progress	In Progress
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	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	In Progress	In Progress	Success	Not Started	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Signatory	Certified	Not Started	Not Started
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	-	-

Strategic Initiative

Strategic Initiative : Declaration of Intent

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		As per the plan, a declaration of intent will be announced in 2027.

Enhancing the prevention of insider information

Enhance the effectiveness of the corporate group's insider information prevention plan

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	In Progress	Success	In Progress	In Progress
A Board-approved written policy on insider information prevention has been clearly defined and implemented	-	-	-	Complete	Success
A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	In Progress	In Progress	Success	Not Started	In Progress
The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected,corrective actions and preventive measures are clearly outlined to prevent recurrence	In Progress	In Progress	Success	Not Started	In Progress
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company’s stock price and investor decisions.	-	-	Completed	-	-

Strategic Initiative

Strategic Initiative : Prepare a summary of securities purchase and sale transactions by directors, executives, and employees of the group company, related to inside information, to be presented to the Board of Directors at least once a year.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		Prepared a summary of securities trading by directors, executives, and employees of the group of companies, related to inside

Year	Expected Outcomes	Actual Result
		information, for presentation to the Board of Directors at the Board of Directors Meeting No. 4/2569 held on August 14, 2569.

Governance of Risk and Management Compliance

Enhancing business continuity management

The company aims to enhance business continuity management to strengthen its preparedness in responding to risks and uncertainties that may affect operations, such as natural disasters, information technology risks, and supply chain disruptions. The company develops a systematic management process covering risk assessment and management, the development and review of business continuity plans, resource and communication preparedness, as well as operational recovery. This ensures continuous business operations, minimizes impact on stakeholders, and supports the organization's sustainable long-term growth.

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.	In Progress	In Progress	Success	Not Started	In Progress
Prepare and conduct the annul review of the business continuity management plan.	-	In Progress	Success	Not Started	Not Started
Organize Crisis Management Drills	-	In Progress	Success	Not Started	Not Started
Establish a Business Continuity Management Working Committee (BCP Working Committee) to oversee and monitor results.	-	-	Completed	-	-

Strategic Initiative

Strategic Initiative : Review and enhance the Business Continuity Plan to ensure it remains current, and establish an annual Crisis Management Drill plan.

Status ● On track

Year	Expected Outcomes	Actual Result
2026		Currently under preparation

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/FM0_JUMP%2B_Plan_Year_2026-2028_EN.pdf

