Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

JMT NETWORK SERVICES PUBLIC COMPANY LIMITED

(JMT)

at 30 June 2026

This report was disseminated on 20/08/2026

Table of Contents

JMT NETWORK SERVICES PUBLIC COMPANY LIMITED

SET100 / SET100FF / SETHD / SETESG

Financials / Finance & Securities

CG Report :

SET ESG Ratings: **A**

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

Business Type

The Company provides 3 types of services; 1. The business provides debt collection services for clients who are financial institutions and other businesses wishing to have the company collect debts from their debtors. The scope of services includes debt collection and management, as well as legal work such as filing lawsuits and asset tracing.2.The business manages non-performing loans by purchasing non-performing loans from financial institutions or other companies and managing debt collection.3.Insurance business4.Insurance brokerage business

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	4,916.35	5,334.66	5,157.54	4,468.39
Expenses	3,408.69	3,313.70	2,822.90	2,393.04
Net Profit	1,029.56	1,615.22	2,010.66	1,745.57
Balance Sheet (MB)				
Assets	37,913.22	42,038.75	42,444.45	33,861.63
Liabilities	9,996.47	14,731.32	15,137.02	10,773.46
Shareholders' Equity	27,124.98	26,543.91	26,543.91	23,016.38
Cash Flow (MB)				
Operating	3,038.99	1,365.69	-2,182.27	2,206.92
Investing	-236.66	630.81	-4,536.53	-5,619.94
Financing	-3,296.62	-2,681.24	5,707.80	4,134.17
Financial Ratio				
EPS (Baht)	0.71	1.11	1.38	1.22
GP Margin (%)	N/A	N/A	N/A	N/A
NP Margin (%)	20.68	30.61	40.21	37.63
D/E Ratio (Times)	0.36	0.54	0.55	0.47
ROE (%)	3.84	6.09	8.11	8.30
ROA (%)	4.39	5.88	7.61	7.02

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	**1,800.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : AI-Driven AMC Transformation	✓	✓	
2. Strategic Plan 2 : Financial Sustainability & Capital Discipline		✓	✓

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Enhancing governance of artificial intelligence applications

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
Net Profit (Million Baht)	1,800.00	1029.56	486.16

The company aims for continuous growth in its operating performance by focusing on enhancing efficiency in managing non-performing asset portfolios, utilizing technology and data to support operational processes, and expanding business opportunities consistent with the company's potential. Furthermore, the company targets sustainable growth in net profit, with a goal of 1,800 million Baht in net profit by the year 2028.

Progress description

During the first six months of 2026, the Company recorded a net profit of THB 486.16 million. The Company continues to enhance the efficiency of its non-performing asset portfolio management and cash collection, while leveraging technology and data to support its operations, with the aim of achieving sustainable growth and progressing toward its net profit target of THB 1,800 million by 2028.

Growth plan/Increase business value

Strategic Plan 1 : AI-Driven AMC Transformation

Plan to Enhance AMC Operations through AI and Digital Technology The initiative to enhance AMC operations through AI and digital technologies aims to elevate JMT’s debt management business toward becoming a Digital AMC in a tangible and structured manner. The plan involves leveraging digital technologies and Artificial Intelligence (AI) across the entire operational value chain, ranging from debt portfolio analysis and evaluation, debtor screening and segmentation, and designing appropriate debt collection strategies for different debtor profiles, to the management of non-performing assets (NPA). This also includes the development of digital applications that enable easier access for debtors and provide convenient communication channels through modern technologies. The integration of AI and digital systems is expected to enhance decision-making accuracy, reduce reliance on labor-intensive processes, and improve overall operational efficiency. As a result, the initiative will help lower operational costs, increase collection efficiency, and strengthen long-term cash flow stability. Moreover, it will serve as a key foundation for enhancing the competitiveness and financial sustainability of JMT’s AMC business in the future.

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Gross Margin for AMC Business	>69%	>69.5%	>69.5%	68.4%	66.15%
SG&A/AMC Revenues (Before ECL)	<16.2%	<16%	<15.5%	16.2%	17.15

Progress description

During the first six months of 2026, the AMC business recorded a gross margin of 66.15%, while the SG&A-to-AMC revenue ratio (before ECL) stood at 17.15%. The Company continues to enhance portfolio management and cash collection efficiency while maintaining cost discipline, with the aim of improving profitability and progressing toward its established targets.

Strategic Initiative

The strategy to enhance asset management (AMC) operations aims to transform JMT from a traditional, operationally driven model into a data-driven organization with technology at its core. The company emphasizes the adoption of digital technologies and data analytics to improve the efficiency of debt portfolio management, enhance the accuracy of strategic decision-making, and increase the overall effectiveness of debt collection processes. This approach will support business growth, reduce long-term operating costs, and strengthen sustainable profitability, while operating within an appropriate risk management and governance framework.

Strategic Initiative 1 : Strategic Initiative 1 : Intelligent Document Processing (OCR System)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Initial Project Development for the Legal Department	The OCR system has been implemented to read and process legal documents. The Company is currently expanding its application to other departments, with the aim of supporting document processing across the organization.

Strategic Initiative 2 : Strategic Initiative 2 : AI-based Service Quality Monitoring

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Test Phase I	The AI Quality Control system for the Call Center was soft launched in February 2026 to automatically transcribe calls and evaluate service quality. The system currently covers 58 branches.

Strategic Initiative 3 : Strategic Initiative 3: AI Training Program for Debt Collection Staff

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Evaluate training programs where AI can be applied and initiate the first phase of implementation.	The AI training system is nearing completion, while the appropriate application model is being designed. The system has been partially implemented in employee orientation to reduce

Year	Expected Outcomes	Actual Result
		the workload of trainers and improve training management efficiency, with further expansion to other training programs planned.

Strategic Initiative 4 : Strategic Initiative 4 :AI Bot for Customer Engagement

Status On track

Year	Expected Outcomes	Actual Result
2026	• Training Phase	The VoiceBOT is currently in the training phase and has been deployed for initial customer contact and debt collection.The conversation script and customer segmentation are being refined to improve effectiveness before further deployment.

Strategic Initiative 5 : Strategic Initiative 5: AI NPA Pricing Model

Status On track

Year	Expected Outcomes	Actual Result
2026	• Development & Implement Phase	The AI NPA Pricing Model has been developed and implemented to support asset pricing using live online market data. The system currently tracks 4,056 property listings with a total asset value of approximately THB 9.7 billion. AI analyzes comparable assets by location, property type, and size to support faster and more market-driven pricing decisions.

Strategic Initiative 6 : Strategic Initiative 6: AI Data Security

Status On track

Year	Expected Outcomes	Actual Result
2026	• Phasing	Implementation is being carried out in phases, with data security and protection guidelines being established for AI usage, including access controls and the handling of sensitive data. These measures are being progressively applied across internal AI use cases.

Strategic Plan 2 : Financial Sustainability & Capital Discipline

The company places strong emphasis on prudent capital structure and liquidity management, supported by disciplined financial practices, in order to support long-term business growth amid volatile market conditions. The objective is to maintain an appropriate balance between expanding the debt portfolio to generate revenue and effectively managing debt obligations and cash flows. This strategy encompasses planning funding sources in alignment with the characteristics of assets and cash flow profiles, managing debt maturity and financial cost structures, as well as controlling leverage levels to mitigate liquidity risks and interest rate volatility. The company also aims to maintain financial flexibility to capture future business opportunities without compromising balance sheet stability. This is achieved through regular monitoring of liquidity positions, efficient capital allocation, and disciplined capital structure management within an appropriate framework, thereby strengthening long-term confidence among stakeholders.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
D/E Ratio (TIMES)	<1	<1	<1	0.36	0.33

Progress description

As of 6M/2026, the Company's D/E ratio stood at 0.33x, improving from 0.36x at the end of 2025 and remaining well below the target of 1.0x, reflecting a strong financial position and capital structure.

Strategic Initiative

Strategic Initiative 1 : Strategic Initiative 1: Portfolio-based Investment Discipline

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish an investment framework for acquiring debt portfolios under disciplined investment principles that consider acceptable levels of return and risk. Investment decisions are aligned with the company's ability to generate cash flow and realized returns, with the average annual investment budget capped at no more than THB 2,000 million per year.	The Company continues to acquire debt portfolios under its disciplined investment framework, with careful consideration of expected returns, risks, and cash flow generation of each portfolio, while maintaining investment discipline in line with the average annual investment budget of no more than THB 2,000 million.

Strategic Initiative 2 : Strategic Initiative 2: Liquidity and Stress Testing

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop a liquidity management plan in conjunction with stress testing under various scenarios, such as a slowdown in debt recovery rates or increases in interest rates, in order to assess the company's ability to withstand financial volatility.	The Company continuously monitors and manages its liquidity by assessing cash flows, debt obligations, and debt servicing capacity, together with stress testing under key risk scenarios, such as a slowdown in debt collection and changes in interest rates. This is undertaken to assess liquidity adequacy and enhance preparedness for potential financial volatility.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The organizational anti-corruption enhancement plan aims to strengthen operations through the development of both personnel and work systems in parallel. The company places importance on fostering knowledge, understanding, and ethical behavior among executives and employees, ensuring that anti-corruption practices become an integral part of daily operations. At the same time, the company seeks to enhance its anti-bribery management system to be more systematic and auditable by studying, planning, and implementing processes in accordance with the ISO 37001 standard in a structured manner. This initiative aims to support good corporate governance and reduce corruption-related risks within the organization.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	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	-	-	-	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	-	-	-	Complete	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified
Achieve ISO 37001: Anti-bribery management systems certification	In Progress	In Progress	Complete	-	In Progress

Progress description

During the first six months of 2026, the Company established the Misconduct Investigation Committee and is currently improving the complaint handling process with a target average resolution time of no more than 45 days. The Company is also preparing for ISO 37001 certification and developing policies and guidelines for AI Governance.

Strategic Initiative

The organizational anti-corruption enhancement plan aims to strengthen ethical knowledge and culture alongside the systematic development of the anti-bribery management framework. The initiative focuses on fostering transparency awareness and ethical responsibility among executives and employees, while improving operational processes and guidelines in alignment with international standards. This will be achieved through study, readiness assessments, and the implementation of the ISO 37001 standard. The objective is to support good corporate governance, strengthen stakeholder confidence, and establish a sustainable foundation for governance practices within the organization.

Strategic Initiative 1 : Strategic Initiative 1 Plan to Enhance Knowledge and Culture of Anti-Corruption within the Organization

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Organize awareness and training activities for employees and executives on the company’s anti-corruption policy and code of conduct. • Ensure that employees and executives understand the fundamental principles, guidelines, and practices related to anti-corruption. • Promote organization-wide communication of anti-corruption policies and practices.	• Communicate the Anti-Corruption Policy through internal communication channels to employees at all levels across the organization. • Provide an online training course (E-learning) on the “Anti-Corruption Policy” for employees and executives to enhance their understanding of fundamental anti-corruption principles and practices.

Strategic Initiative 2 : Strategic Initiative 2: Implementation Plan for ISO 37001 Anti-Bribery Management System Certification

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Study the guidelines and requirements of the ISO 37001 standard. • Assess the organization’s anti-bribery management system against the requirements of the standard. • Identify areas for improvement to support the development of implementation plans in the subsequent phase.	• Currently studying the requirements of the ISO 37001 standard. • Currently in the process of selecting a consultant to support process improvement and ISO 37001 certification.

Enhancing whistleblowing mechanisms

This strategic initiative aims to enhance the organization's whistleblowing and complaint handling system to be clear, systematic, and effectively governed. The initiative focuses on establishing an appropriate governance structure and clearly defined roles and responsibilities, alongside developing and improving standardized processes for receiving, reviewing, and reporting complaints. In addition, a target is set for the average complaint handling period to not exceed 45 days, in order to strengthen transparency, fairness, and long-term confidence in the organization's governance system.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a whistleblowing policy and procedures for reporting misconduct.	-	-	-	Complete	Success
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	-	-	-	Complete	Success
Appointment of an impartial recipient for whistleblowing reports.	-	-	-	Complete	Success
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	Success
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	-	-	-	Complete	Success
Reduce the complaint resolution time.	In Progress	Complete	Complete	-	In Progress

Progress description

The Company has established a formal written whistleblowing policy and procedures, which have been approved by the Board of Directors and reviewed annually. Meanwhile, the Company is enhancing the processes for complaint intake, investigation, and status tracking, as well as improving the overall complaint handling process to achieve greater efficiency and reduce resolution time.

Strategic Initiative

Strategic Initiative 1 : Strategic Initiative 1: Development of the Governance Structure and Roles for the Whistleblowing and Complaint Handling System

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• -Develop the organizational structure, responsible unit, and key personnel to oversee the whistleblowing and complaint handling system. • Review and improve the organization’s regulations, procedures, and guidelines for receiving and managing complaints.	• The Misconduct Investigation Committee has been established, with ongoing reviews to ensure its structure and responsibilities remain appropriate and aligned with the organization’s context.

Strategic Initiative 2 : Strategic Initiative 2: Development and Enhancement of the Whistleblowing and Complaint Handling Process (Receiving – Review – Reporting)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish accessible multi-channel mechanisms for receiving whistleblowing reports and complaints. • Define clear procedures for case intake, review, and reporting. • Set a timeframe for complaint handling, with an average resolution period of no more than 45 days.	• Currently in discussions with relevant departments to improve the complaint handling process. • Currently in discussions with relevant departments to establish guidelines for tracking complaint data and monitoring the status of complaint handling activities.

Governance of Risk and Management Compliance

Enhancing governance of artificial intelligence applications

The organization recognizes the role of artificial intelligence (AI) as a technology that presents both opportunities and risks to business operations. Therefore, it has established a strategic plan to strengthen the governance of AI usage to ensure that AI is applied responsibly in supporting organizational activities, with due consideration of its potential impacts on the organization and its stakeholders, and in alignment with the organization’s principles of good governance. This strategic initiative aims to build confidence that the organization’s use of AI is subject to appropriate oversight, enabling comprehensive management of associated risks while supporting informed decision-making by management and the Board of Directors. Ultimately, the initiative seeks to enhance the organization’s long-term sustainability and credibility.

Targets

To develop the organization’s AI governance framework so that it is clear, comprehensive, and practically implementable. This includes establishing appropriate roles and responsibilities for oversight, adopting formally approved written policies and guidelines, and ensuring that relevant employees understand and recognize the importance of responsible and ethical AI use. The organization will also establish mechanisms to monitor, review, and report the use of artificial intelligence to the Board of Directors in a responsible manner, thereby supporting effective governance, informed decision-making, and sustainable management of risks associated with AI deployment.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for the use of artificial intelligence (AI).	In Progress	In Progress	Success	In Progress	In Progress
Establish roles and revise the charters of the Board,its subcommittees,or designated personnel responsible for governing AI adoption in the organization.	In Progress	In Progress	Success	Not Started	In Progress
Formulate clear and documented policies and procedures with appropriate approval.	In Progress	In Progress	Success	In Progress	In Progress
All involved employees have been trained and communicated about AI governance.	In Progress	In Progress	Success	Not Started	In Progress
Report to the Board of Directors on the review and results of our responsible use of artificial intelligence.	Not Started	In Progress	Sucess	-	In Progress

Progress description

During the first six months of 2026, the Company continued to develop its AI Governance Framework by establishing governance roles and structures through the AITO and relevant working teams. The Company is also developing policies and guidelines on Responsible AI, AI Ethics, and AI risk management, while preparing communication and awareness initiatives for employees. The Framework and the reporting process to the Board of Directors remain under development and are being refined to ensure their suitability for implementation across the Group.

Strategic Initiative

Strategic Initiative 1 : Strategic Initiative 1: Development of the Organization's Artificial Intelligence (AI) Governance Framework

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The organization establishes clear roles, duties, and responsibilities for overseeing the use of artificial intelligence. • Policies and guidelines for the use of AI are formally approved and appropriately implemented.	The Company has established the AI Transformation Office (AITO) as the central function responsible for driving and governing AI adoption, with roles and responsibilities defined for relevant functions. The Company is currently developing and reviewing its AI Governance Framework, Responsible AI Principles, and related AI policies and guidelines to ensure alignment with the Group's operational needs and governance structure.

Strategic Initiative 2 : Strategic Initiative 2: Monitoring, Oversight, and Responsible Reporting of Artificial Intelligence Usage

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The organization identifies the scope and key aspects of AI usage that require monitoring and oversight. • Guidelines are established for collecting information and	The Company monitors the development and implementation of AI use cases through AITO and the J.AI Arena platform, which serves as a central platform for collecting use cases from

Year	Expected Outcomes	Actual Result
	monitoring AI usage at an overall level.	companies across the Group. A Monthly Showcase is also conducted for Group companies to present progress, share implementation results, and exchange ideas. The Company is currently developing a structured approach for monitoring and reporting AI adoption across the Group.

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 2026
https://sustainability.jmtnetwork.co.th/th/document/viewer/92/verification-reports-2025

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

Remark : Reduce greenhouse gas emissions from the organization’s operations (Scope 1 and Scope 2).

Progress description

The Company has prepared its GHG Inventory for Scope 1 and Scope 2 emissions, together with the collection and monitoring of energy consumption data. This information serves as a baseline for verification, disclosure, and monitoring progress toward the Company’s GHG emissions reduction targets.

Decarbonization

Targets

Reduce greenhouse gas emissions from the organization’s operations (Scope 1 and Scope 2).

Title	GHG emissions in the base year (tCO_2e)	Target for reducing GHG emissions compared with the base year (tCO_2e)			Actual Greenhouse Gas Emission (tCO_2e)
	2025	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	590.14	1%	1%	1%	In progress

Remark : The company has designated 2025 (B.E. 2568) as the base year, which is the first year in which greenhouse gas emission data has been comprehensively collected. Prior to the base year, the company had already installed solar power generation systems (solar cells), which contributed to a certain reduction in greenhouse gas emissions at the base year level. Therefore, the targets set for subsequent years represent additional reductions from this improved baseline and are established at levels considered appropriate to the organization’s capabilities.

Progress description

The Company continues to implement measures to reduce energy consumption and greenhouse gas emissions, including the installation of solar power systems at its head office and suitable branch locations. The Company also promotes the use of hybrid and electric vehicles (EVs) for business functions that require vehicles for their operations. Energy consumption and GHG emissions data are being monitored and collected to assess performance against the Company's GHG emission reduction target.

Strategic Initiative

Strategic Initiative 1 : Strategic Initiative 1: Energy Efficiency Improvement Plan for the Organization

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Electricity and energy consumption within the organization decreases compared to the base year (B.E. 2568 / 2025). • Greenhouse gas emissions decrease at a level that supports the organization's target of reducing greenhouse gas emissions by at least 1%.	• Continuously monitor and report monthly and quarterly electricity and energy consumption, while analyzing the data to identify areas with high energy usage. • The Company's energy usage guidelines have been approved and implemented. • Solar cells have been installed at the JMT office building at JAS Ramkhamhaeng, with further expansion currently under consideration. • The Company is currently collecting data to prepare its organizational Greenhouse Gas (GHG) Inventory and assess performance against the established targets.

Strategic Initiative 2 : Strategic Initiative 2: Climate Change Risk Assessment to Support Greenhouse Gas Emissions Reduction

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The organization establishes a structured list of climate change–related risks that can be systematically identified, analyzed, and prioritized. • The organization develops guidelines and criteria for assessing climate change risks.	• The Company has appointed a consultant to assess and prioritize climate-related risks in accordance with IFRS S2 requirements. • EY Corporate Services Limited, the appointed consultant, is currently conducting the assessment and prioritization of the Company's climate-related risks.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/JMT0_JUMP%2B_Plan_Year_2026-2028_EN.pdf

Attachments

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/JMT/1787130984272.pdf