



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

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KCG CORPORATION PUBLIC COMPANY LIMITED

(KCG)

at 30 June 2026

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KCG CORPORATION PUBLIC COMPANY LIMITED

|                                        |                                                 |
|----------------------------------------|-------------------------------------------------|
| sSET / SETCLMV / SETESG                | CG Report :                                     |
| Agro & Food Industry / Food & Beverage | SET ESG Ratings: <b>AAA</b>                     |
|                                        | Anti-Corruption Certification (CAC): <b>Yes</b> |

Business Type

Manufacturer and distributor of western foods with 3 main product categories: dairy products, food and bakery ingredients, and biscuits.

| Financial Statement   |          |          |          |          | JUMP+ Plan                                                      |                        |                            |           |
|-----------------------|----------|----------|----------|----------|-----------------------------------------------------------------|------------------------|----------------------------|-----------|
| Year                  | 2025     | 2024     | 2023     | 2022     | Business Plan                                                   |                        |                            |           |
| Income Statement (MB) |          |          |          |          | Target in 2028                                                  |                        |                            |           |
| Revenues              | 8,671.89 | 7,768.10 | 7,192.08 | 6,190.79 | Net Profit                                                      | 750 - 800 Million Baht |                            |           |
| Expenses              | 8,005.95 | 7,226.01 | 6,738.52 | 5,865.47 | Strategic Plan                                                  | Growth                 | Profitability & Efficiency | Stability |
| Net Profit            | 503.27   | 405.83   | 305.90   | 241.06   |                                                                 |                        |                            |           |
| Balance Sheet (MB)    |          |          |          |          | 1. Strategic Plan 1 : Growth                                    |                        |                            |           |
| Assets                | 6,315.85 | 5,993.78 | 5,872.01 | 5,539.60 |                                                                 | ✓                      | ✓                          |           |
| Liabilities           | 3,119.24 | 3,052.37 | 3,178.11 | 4,356.08 | 2. Strategic Plan 2 : Transition                                |                        |                            |           |
| Shareholders' Equity  | 3,196.61 | 2,941.41 | 2,693.90 | 1,183.52 |                                                                 |                        | ✓                          |           |
| Cash Flow (MB)        |          |          |          |          | Governance Plan                                                 |                        |                            |           |
| Operating             | 1,113.81 | 767.10   | 432.23   | -325.92  | 1. Enhancing anti-corruption and fraud prevention efforts       |                        |                            |           |
| Investing             | -201.76  | -448.83  | -503.16  | -124.47  | 2. Enhancing whistleblowing mechanisms                          |                        |                            |           |
| Financing             | -908.25  | -588.74  | 30.92    | 475.85   | 3. Enhancing governance of artificial intelligence applications |                        |                            |           |
| Financial Ratio       |          |          |          |          | 4. Enhancing governance of information security                 |                        |                            |           |
| EPS (Baht)            | 0.92     | 0.74     | 0.67     | 0.62     | Climate Action Plan                                             |                        |                            |           |
| GP Margin (%)         | 30.86    | 30.90    | 30.00    | 28.68    | 1. Greenhouse gas inventory (GHG) plan                          |                        |                            |           |
| NP Margin (%)         | 5.80     | 5.22     | 4.25     | 3.89     | 2. Decarbonization                                              |                        |                            |           |
| D/E Ratio (Times)     | 0.98     | 1.04     | 1.18     | 3.68     |                                                                 |                        |                            |           |
| ROE (%)               | 16.40    | 14.40    | 15.78    | 20.37    |                                                                 |                        |                            |           |
| ROA (%)               | 10.92    | 9.51     | 8.17     | 6.63     |                                                                 |                        |                            |           |

**Remark :** This document has been prepared by the listed company for the purpose of disseminating corporate information to investors solely for their investment decision-making. The listed company does not provide any investment advice or recommendations regarding its securities. Investors are advised to conduct further research and consult with qualified professionals before making any investment decisions. The listed company shall not be held liable for any damages or losses arising from the use of information contained in this document under any circumstances. The listed company reserves the right to amend the information presented herein without prior notice. Reproduction, modification, or dissemination of this document or any part thereof is prohibited unless prior permission has been obtained from the listed company. For additional information, investors may refer to the reports or disclosures made available through the Office of the Securities and Exchange Commission and/or the Stock Exchange of Thailand.

**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) | 750 - 800 | 503.27        | 276.81  |

To be a leading food business that delights consumers while fostering sustainable value for society and the environment, placing excellence in quality and taste at the heart of all operations. Priorities include health and well-being through curated product development and the elevation of culinary culture, while promoting local community engagement and stakeholder responsibility across the entire value chain.

Growth is driven by innovation and a 'Data-driven, Innovative, and Sustainable culture' to build distinctive capabilities, organizational agility, and long-term happiness for consumers, society, and the global community.

Growth plan/Increase business value

Strategic Plan 1 : Growth

Business growth is driven by two core strategies:

1. Strengthen the Core: Focus on enhancing the value proposition of current businesses to solidify market leadership. This involves synergizing with partners, deepening customer relationships, and fostering strategic co-creation with key stakeholders.  
Key initiatives include:
  - Customer Partnership & Value Co-Creation: Jointly developing new products with partners through collaborative innovation.
  - International Market Expansion: Expanding into international markets and penetrating new geographic regions.
2. Adjacent Growth Expansion: Scaling into new markets or related business opportunities. This includes responding to market trends and lifestyles through "Longevity & Wellness" value-added propositions and the utilization of digital platforms. The Company also evaluates investment opportunities through Joint Ventures (JV) and Mergers & Acquisitions (M&A).  
Key initiatives include:
  - New Product Development: Developing customer-centric product offerings
  - Longevity & Wellness: Developing a dedicated category of health-focused products.
  - E-Commerce Channel Expansion: Scaling online sales channels to increase customer reach and drive revenue via digital platforms.
  - Fine Food Products Expansion: Developing high-quality products and premium specialty ingredients.

Targets

• Corporate Financial Targets

| Title                                 | Target |        |        | Actual Result |         |
|---------------------------------------|--------|--------|--------|---------------|---------|
|                                       | 2026   | 2027   | 2028   | 2025          | 6M/2026 |
| Sales Growth (%) YoY Growth Rate      | 6-8%   | 6-8%   | 6-8%   | 11.65         | 4.00%   |
| Net Profit Growth (%) YoY Growth Rate | 10-15% | 10-15% | 10-15% | 24.01         | 25.19%  |

Strategic Initiative

Strategic Initiative 1 : Strengthen the Core

Status ● On track

| Year | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Actual Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026 | <ul style="list-style-type: none"><li>Collaborate with strategic partners to develop menu offerings that align with both domestic and global market trends.</li><li>Accelerate sales growth in key ASEAN/Non-ASEAN markets, such as Japan, by expanding the distributor and new customer base while elevating existing distributors to Strategic Partners.</li><li>Strengthen presence in ASEAN/Non-ASEAN markets by increasing sales on existing distributors and diversifying product sizes, flavors, and price points to maximize target group coverage.</li><li>Build brand equity as a preferred OEM Partner by leveraging internationally recognized Food Safety standards and robust R&amp;D capabilities.</li><li>Establish a comprehensive Brand Architecture, Brand Positioning, and long-term Brand Strategy.</li></ul> | <ul style="list-style-type: none"><li>Established collaborations with business partners through 8 co-branding projects to develop new menus and products, such as Van Houten Professional x 7-Eleven, in partnership with 6 leading Thai cake manufacturers, developing 13 premium menus including chocolate cakes, bakeries, and desserts using Van Houten Professional chocolate; Sunquick x Farmhouse, developing orange cakes and mandarin orange spread bread, extending the use of Sunquick; Allowrie x Ezybake, developing Butter Toast and strawberry-filled sandwich menus; and other projects with various partners to build brand awareness and increase product usage in the market.</li><li>Organized workshops with distributors in Vietnam to transfer knowledge to B2B customers (bakery shops) and B2C customers (wholesalers), promoting correct product usage, increasing confidence in product quality, and elevating distributors to strategic partners, while expanding the new customer base in international markets.</li><li>Developed products and packaging to meet the needs of each country by increasing Baker Puff sales for the Vietnamese market to support the croissant and Danish pastry production industry, before expanding sales to the Philippines due to positive feedback. Additionally, developed 25 kg butter packaging size for the Food Service channel in Hong Kong to cater to hotels and restaurants.</li><li>Expanded the OEM customer base in Japan by adding 2 new clients in the Biscuits product category, reflecting capabilities in international production standards and product development.</li><li>Developed Imperial Brand Architecture by analyzing sales data and distribution channels, and developed a Brand Synergy Framework through the Allowrie x Jamy James campaign to enhance brand image and reach new target</li></ul> |

| Year | Expected Outcomes | Actual Result |
|------|-------------------|---------------|
|      |                   | demographics. |

Strategic Initiative 2 : Adjacent Growth Expansion

| Status ● On track |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year              | Expected Outcomes                                                                                                                                                                                                                                                                                                                             | Actual Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2026              | <ul style="list-style-type: none"><li>• Develop products that align with the specific demands of both B2B and B2C segments and evolving market trends</li><li>• Develop a "Longevity &amp; Wellness" product line with a focus on areas such as metabolic health, high-protein formulations, and low-sugar or low-fat alternatives.</li></ul> | <ul style="list-style-type: none"><li>• Developed new products that address consumer insights and market trends, covering both B2B and B2C segments, launching Creme de Creme Unsalted Butter Sheet for the bakery industry and Dairygold Four Cheesy Mix for convenience store customers, thereby expanding product options and catering to customer needs across various channels.</li><li>• Developed a new Longevity &amp; Wellness product line targeting functional nutrition, with an anticipated launch of High Fiber Biscuits this year to capture emerging wellness trends and drive channel growth.</li></ul> |

Strategic Plan 2 : Transition

Business growth is driven by two core strategies:

1. Operational Excellence: Enhancing core business efficiency through strategic cost management, continuous process refinement, and data-driven insights. The integration of Artificial Intelligence (AI), digital technologies, and automation serves to strengthen operations, minimize waste, and elevate quality and reliability, establishing a robust foundation for organizational agility and sustainable long-term growth.

Key initiatives include:

- Data-Driven, Digitalization, AI & Automation: Enhancing operational performance through the leverage of data, digital platforms, AI technologies, and modernized workflows.
- Continuous Business Process Improvement

2. Operational Agility: Expanding growth by enhancing operational flexibility to support rapid and efficient entry into adjacent business sectors. This involves setting organizational standards that exceed industry benchmarks and developing smart logistics systems to improve speed, efficiency, and competitiveness for new markets and future expansion.

Key initiatives include:

- Beyond Industrial Standards: Developing industrial systems and quality frameworks that surpass standard regulatory requirements.
- Smart Logistics Distribution Platform / Competitive Logistics Optimization

Targets

• Corporate Financial Targets

| Title                 | Target   |          |          | Actual Result |         |
|-----------------------|----------|----------|----------|---------------|---------|
|                       | 2026     | 2027     | 2028     | 2025          | 6M/2026 |
| Net Profit Margin (%) | 6.1-6.6% | 6.7-7.2% | 7.2-7.7% | 5.8%          | 6.7%    |

Strategic Initiative

Strategic Initiative 1 : Operational Excellence

Status ● On track

| Year | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Actual Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026 | <ul style="list-style-type: none"><li>Enhance liquidity management efficiency to reduce Inventory Days and minimize interest expenses on bank loans.</li><li>Reduce costs by deploying technology and AI to optimize workforce requirements, while assessing and upskilling employees to align with modernized workflows.</li><li>Mitigate foreign exchange risks through hedging in accordance with corporate policy.</li><li>Leverage tax incentives under regulatory measures.</li><li>Establish and maintain a comprehensive AI Roadmap, incorporating governance mechanisms and operational readiness.</li></ul> | <ul style="list-style-type: none"><li>The Company has effectively maintained liquidity and managed working capital, even though Inventory Days in the first half of 2026 increased compared to the same period last year. This increase is due to the Company raising its inventory levels of raw materials, packaging, and finished goods to manage supply chain risks arising from the uncertain situation in the Middle East and to ensure continuity of production and product delivery. Nevertheless, in the first half of 2026, the Company was able to reduce finance costs by approximately 10.3 million baht, or 45.8%, from 22.4 million baht in the same period last year, owing to a decrease in loan obligations from financial institutions and lower interest rates, as well as the ability to extend Payment Days and reduce Collection Days.</li><li>Integrated AI Governance training into the annual employee training plan and initiated key technology implementation projects, including AI Chatbot and OCR.</li><li>The Company effectively managed foreign exchange risk in accordance with its foreign exchange hedging policy, which helped mitigate the impact of exchange rate fluctuations. The Company recorded a foreign exchange gain of 13.2 million baht during the first half of 2026.</li><li>The Company has applied for tax benefits under the Smart and Sustainable Industry promotion measures of the Board of Investment (BOI) to support investments in enhancing production efficiency and upgrading the Company's operational processes. As of June 30, 2026, operations are progressing according to plan, covering both projects that have received investment promotion and projects currently under consideration. The Company expects to begin utilizing additional tax benefits within 2026.</li><li>Established a framework for the organization's Artificial Intelligence (AI) Governance Policy.</li><li>Established an AI Champion working team to develop an AI Roadmap and drive the organization to adopt AI in</li></ul> |

| Year | Expected Outcomes | Actual Result |
|------|-------------------|---------------|
|      |                   | operations.   |

Strategic Initiative 2 : Operational Agility

Status ● On track

| Year | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Actual Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026 | <ul style="list-style-type: none"><li>• Manage key raw material costs through strategic sourcing by negotiating annual forward contracts for key materials to ensure cost stability, with flexible delivery schedules to reduce inventory holding.</li><li>• Optimize production and operational processes to achieve maximum efficiency.</li><li>• Lower production costs by integrating solar energy solutions into the power mix.</li><li>• Enhance operational efficiency through the implementation of a Smart Logistics Platform, incorporating AI, IoT, and advanced Fleet Management technologies.</li></ul> | <ul style="list-style-type: none"><li>• Executed strategic sourcing and advance contracting for main raw materials, securing primary supplies at stable, competitive prices with flexible delivery terms. This resulted in an approximate 4% reduction in the average cost of main raw materials during the first half of 2026 compared to the same period of the previous year.</li><li>• Elevated production processes by utilizing Conveyor systems, Robotic Palletizers, and Computerized Maintenance Management System (CMMS) to enhance production efficiency, reduce costs, and increase machine availability, resulting in an Overall Equipment Effectiveness (OEE) of 69% in the first half of 2026, an increase from 61% in the same period of the previous year.</li><li>• An additional 934 kWp solar roof has been successfully installed at the Bang Phli Factory, officially commencing operation in May 2026.</li><li>• Improved the TMS (Transportation Management System) and consolidated freight transportation, leading to a 15.9% increase in utilization and a 2.3% reduction in the number of trips compared to the first half of 2025.</li></ul> |

**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 its anti-corruption efforts and expanding its network to include business partners, encouraging them to join the Thai Private Sector Collective Action Against Corruption (CAC)

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   | In Progress                  | In Progress |
| 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   | Certified | Signatory                    | Certified   |
| Certification as a CAC Change Agent.                                                                                                                                                                                                                                                                                                                   | Success     | Success     | Success   | -                            | In Progress |

Strategic Initiative

Strategic Initiative 1 : Monitoring and evaluation of compliance with the anti-corruption policy and guidelines

Status ● On track

| Year | Expected Outcomes                                                                                                                                                                                                                               | Actual Result |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 2026 | <ul style="list-style-type: none"><li>Conduct internal audits to monitor and evaluate compliance with anti-fraud and anti-corruption policies and procedures.</li><li>Summarize audit findings and report the results by the internal</li></ul> |               |

| Year | Expected Outcomes                                                                                         | Actual Result                                                                                                                                                                                                                                                                                                                                                            |
|------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      | auditor to the Audit Committee, including corrective actions and preventive measures to avoid recurrence. | <ul style="list-style-type: none"><li>Compliance audits on Anti-Corruption Policy and Guidelines have been included in the 2026 Internal Audit Plan, with implementation for internal audit plan scheduled for the second half of 2026.</li><li>Plan to summarize audit findings and report the results to the Audit Committee in the second half of the year.</li></ul> |

Strategic Initiative 2 : Certified as a CAC Change Agent.

Status ● On track

| Year | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Actual Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026 | <ul style="list-style-type: none"><li>Study the requirements and criteria for becoming a CAC Change Agent and establish a dedicated working team to be responsible for this initiative.</li><li>Conduct a preliminary organizational readiness assessment, develop an implementation plan, and define guidelines for business partners.</li><li>Organize activities to promote awareness among business partners on anti-corruption practices and introduce the CAC initiative, while encouraging suppliers and business partners to declare their intent to join the program.</li><li>Apply for participation and certification as a CAC Change Agent.</li><li>Achieve certification as a CAC Change Agent.</li></ul> | <ul style="list-style-type: none"><li>Completed the review of CAC Change Agent requirements and criteria and established a dedicated working team for the initiative.</li><li>Conducted a preliminary organizational readiness assessment, developed an implementation plan, and defined guidelines for business partners with incentives establishment for business partners participating in the CAC program.</li><li>Communicated CAC participation benefits through invitation letters to suppliers and business partners, and provided quarterly updates on CAC activities via email (April and July 2026).</li><li>Planned to apply for participation and achieve a certification as a CAC Change Agent in the second half of 2026.</li></ul> |

Enhancing whistleblowing mechanisms

Enhancing the effectiveness of whistleblowing management related to violations of laws, regulations, and the Code of Conductby providing multiple, easily accessible channels, ensuring timely handling of complaints, and maintaining appropriate confidentialitywill help build trust among whistleblowers and strengthen effective corporate governance within the organization.

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                                                                              | -      | -    | -    | Complete                     | Success |

| Title                                                                                                                                                 | Target      |             |         | Actual Result                |             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|---------|------------------------------|-------------|
|                                                                                                                                                       | 2026        | 2027        | 2028    | Before Project Participation | 6M/2026     |
| are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence. |             |             |         |                              |             |
| The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.                                                        | -           | -           | -       | Complete                     | Success     |
| Enhance the efficiency of the complaint management system.                                                                                            | In progress | In progress | Success | -                            | In Progress |

Strategic Initiative

Strategic Initiative : Enhancing the efficiency of the complaint management system.

| Status ● On track |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                         |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year              | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Actual Result                                                                                                                                                                                                                                                                                                           |
| 2026              | <ul style="list-style-type: none"><li>Improve whistleblowing procedures and complaint handling processes to ensure greater speed, efficiency, and reduced response time, including updates to the relevant guidelines.</li><li>Enhance the effectiveness of whistleblowing channels by reviewing existing mechanisms and designing additional channels that are more accessible and secure</li><li>Communicate whistleblowing channels and complaint handling processes through the Company’s communication platforms</li></ul> | <ul style="list-style-type: none"><li>Improvement of whistleblowing and complaint management processes is in progress.</li><li>Planned to enhance the effectiveness of whistleblowing channels in the second half of 2026.</li><li>Planned to communicate whistleblowing channels in the second half of 2026.</li></ul> |

Governance of Risk and Management Compliance

Enhancing governance of artificial intelligence applications

Establish clear, written policies and guidelines that are appropriately approved, while ensuring that relevant employees receive comprehensive training and communication on AI Governance. In addition, implement monitoring and reporting on the responsible use of artificial intelligence to the Board of Directors, to ensure that AI adoption within the organization is governed with proper oversight, transparency, and compliance with legal and ethical requirements.

Targets

| 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 | Success     | Success     | Success | In Progress                  | Success     |

| Title                                                                                                  | Target      |             |         | Actual Result                |             |
|--------------------------------------------------------------------------------------------------------|-------------|-------------|---------|------------------------------|-------------|
|                                                                                                        | 2026        | 2027        | 2028    | Before Project Participation | 6M/2026     |
| governing AI adoption in the organization.                                                             |             |             |         |                              |             |
| Formulate clear and documented policies and procedures with appropriate approval.                      | Success     | Success     | Success | In Progress                  | Success     |
| All involved employees have been trained and communicated about AI governance.                         | In Progress | In Progress | Success | In Progress                  | In Progress |
| Report to the subcommittee on the review and results of our responsible use of artificial intelligence | In Progress | In Progress | Success | -                            | In Progress |

Strategic Initiative

Strategic Initiative 1 : Establish roles and revise the charters of the subcommittees responsible for governing AI adoption in the organization.

| Status ● On track |                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                   |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year              | Expected Outcomes                                                                                                                                                                                                                                                                                                         | Actual Result                                                                                                                                                                                                                                                                                                                     |
| 2026              | <ul style="list-style-type: none"><li>Revise the charters of subcommittees responsible for AI governance within the organization and submit them to the Board of Directors for approval.</li><li>Establish a dedicated team responsible for governing the implementation and use of AI within the organization.</li></ul> | <ul style="list-style-type: none"><li>The Information Technology Committee Charter was revised to strengthen oversight responsibilities and was approved by the Board of Directors.</li><li>AI Governance Council and Working Team have been established to oversee the adoption and use of AI across the organization.</li></ul> |

Strategic Initiative 2 : Formulate clear and documented policies and procedures with appropriate approval.

| Status ● On track |                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year              | Expected Outcomes                                                                                                                                                                                                                                                                                         | Actual Result                                                                                                                                                                                                                                                                                                                                                                            |
| 2026              | <ul style="list-style-type: none"><li>Establish an organizational AI Governance framework and submit it to the Board of Directors for approval.</li><li>Define AI Policy and Charter.</li><li>Announce the AI policy and regulations and communicate them to employees across the organization.</li></ul> | <ul style="list-style-type: none"><li>The AI Governance Framework was established and approved by the Information Technology Committee (IT Committee).</li><li>The AI Policy and Charter has been established and implemented.</li><li>Planned to announce the AI policy and regulations and communicate them to employees across the organization in the second half of 2026.</li></ul> |

Strategic Initiative 3 : Training and communication on AI governance.

Status ● On track

| Year | Expected Outcomes                                                                                                                                                                                                                                   | Actual Result                                                                                                                                                                                                                                                                 |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026 | <ul style="list-style-type: none"><li>Develop an annual employee training plan that includes AI Governance topics.</li><li>Provide training to 100% of senior executives and ensure they pass the required knowledge assessment criteria.</li></ul> | <ul style="list-style-type: none"><li>AI Governance training has been incorporated into the annual employee training plan, with training scheduled for the second half of 2026.</li><li>100% of Senior executives were trained and passed the knowledge assessment.</li></ul> |

Strategic Initiative 4 : Report to the subcommittee on the review and results of our responsible use of artificial intelligence

Status ● On track

| Year | Expected Outcomes                                                                                                                                                                                                             | Actual Result                                                                                                                                                                                                                                                     |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026 | <ul style="list-style-type: none"><li>Oversee the use of AI within the organization in accordance with established policies.</li><li>Monitor AI performance, including anomaly detection and model drift detection.</li></ul> | <ul style="list-style-type: none"><li>Planned to oversee the use of AI within the organization in the second half of 2026.</li><li>Planned to monitor AI performance, including anomaly detection and model drift detection in the second half of 2026.</li></ul> |

Enhancing governance of information security

Establish policies and guidelines for information security governance and promote training and knowledge assessments for all employees to build awareness and preparedness for cyber threats. Additionally, conduct emergency response plan testing and continuously improve measures to align with evolving situations and organizational needs.

Targets

| Title                                                                                                                                                        | Target      |             |         | Actual Result                |             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|---------|------------------------------|-------------|
|                                                                                                                                                              | 2026        | 2027        | 2028    | Before Project Participation | 6M/2026     |
| The company has established policies and guidelines for information security governance.                                                                     | In Progress | In Progress | Success | In Progress                  | In Progress |
| The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.                           | -           | -           | -       | Complete                     | Success     |
| Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies | -           | -           | -       | Complete                     | Success     |
| All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.                                              | In Progress | In Progress | Success | In Progress                  | In Progress |
| Conduct cybersecurity penetration testing at least once every three years.                                                                                   | In Progress | In Progress | Success | -                            | In Progress |

Strategic Initiative

Strategic Initiative 1 : All employees undergo training, communication, and understanding assessments to enhance awareness of IT security.

| Status ● On track |                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                        |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year              | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                              | Actual Result                                                                                                                                                                                                                                                          |
| 2026              | <ul style="list-style-type: none"><li>• Provide IT Security Awareness training to all employees, ensuring that 100% of employees complete the training and pass the required knowledge assessment criteria.</li><li>• Conduct phishing and malware simulation tests for 100% of employees to enhance their ability to respond to various cyber threats and improve their awareness and understanding of current cybersecurity risks.</li></ul> | <ul style="list-style-type: none"><li>• Currently in progress, with IT Security Awareness training planned for the second half of 2026.</li><li>• Phishing and malware simulation tests were completed in June 2026 and will continue on a bi-monthly basis.</li></ul> |

Strategic Initiative 2 : Conduct cybersecurity penetration testing at least once every three years.

| Status ● On track |                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                           |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year              | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                 | Actual Result                                                                                                                                                                                                                                                                                             |
| 2026              | <ul style="list-style-type: none"><li>• Conduct penetration testing of the Company’s information systems.</li><li>• Present a summary report of the testing results, identifying discovered vulnerabilities along with remediation plans and preventive measures to mitigate risks and prevent recurrence, to management and the relevant subcommittee.</li></ul> | <ul style="list-style-type: none"><li>• Planned to conduct penetration testing of the Company’s information systems in the second half of 2026.</li><li>• Planned to present a summary report of the testing results with remediation plans and preventive measures in the second half of 2026.</li></ul> |

**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://www.kcgcorporation.com/en/sustainability/kcg-sustainability-approach/recognition-and-certification>



The organization has prepared a greenhouse gas emissions report.

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

The company aims to systematically reduce its greenhouse gas intensity (GHG Intensity: tCO2e/ton) for Scope 1 and 2 emissions through 3 key approaches: (1) Energy consumption optimization (2) Process efficiency improvement; and (3) expanding the use of renewable energy, particularly solar power, to decrease indirect greenhouse gas emissions (Scope 2) and support the company’s long-term decarbonization goals.

Targets

| Title                                    | GHG emissions in the base year (tCO <sub>2</sub> e / Metric ton of product)                                                                                                                                        | Target for reducing GHG emissions compared with the base year (tCO <sub>2</sub> e / Metric ton of product) |                                                                                         |                                                                                         | Actual Greenhouse Gas Emission (tCO <sub>2</sub> e / Metric ton of product) |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
|                                          | 2025                                                                                                                                                                                                               | 2026                                                                                                       | 2027                                                                                    | 2028                                                                                    | 6M/2026                                                                     |
| Greenhouse gas emission reduction volume | ปริมาณการปล่อยก๊าซเรือนกระจกขอบเขตที่ 1 และ 2 ต่อหน่วยการผลิต (tCO <sub>2</sub> e per ton ) ปีฐาน = 0.51 tCO <sub>2</sub> e per ton (Scope 1 and Scope 2 greenhouse gas emissions intensity per unit of production | ลด 3-5% จากปีก่อนหน้า (Achieve a 3–5% annual reduction compared with the previous year)                    | ลด 3-5% จากปีก่อนหน้า (Achieve a 3–5% annual reduction compared with the previous year) | ลด 3-5% จากปีก่อนหน้า (Achieve a 3–5% annual reduction compared with the previous year) | 0.42 (decreased by 16.7% from 0.51 in 2025)                                 |

| Title | GHG emissions in the base year<br>(tCO <sub>2</sub> e / Metric ton of product) | Target for reducing GHG emissions compared with the base year<br>(tCO <sub>2</sub> e / Metric ton of product) |      |      | Actual Greenhouse Gas Emission<br>(tCO <sub>2</sub> e / Metric ton of product) |
|-------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------|------|--------------------------------------------------------------------------------|
|       | 2025                                                                           | 2026                                                                                                          | 2027 | 2028 | 6M/2026                                                                        |
|       | (tCO2e per ton):<br>Base year = 0.51<br>tCO2e/ton)                             |                                                                                                               |      |      |                                                                                |

Strategic Initiative

**Strategic Initiative 1 : Energy consumption optimization : Optimize resource utilization by targeting reductions in energy intensity across all key processes in factories and warehouses. This is achieved through the integration of advanced energy-efficient technologies alongside the enhancement of a comprehensive energy management system.**

| Status <span>●</span> On track |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year                           | Expected Outcomes                                                                                                                                                                                                                          | Actual Result                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2026                           | <ul style="list-style-type: none"><li>Establish an energy management team, centralize the compressed air system, and improve the cooling system. Enhance warehouse efficiency and implement the Heat Recovery project (Phase 1).</li></ul> | <ul style="list-style-type: none"><li>Established an Energy Management Working Team.</li><li>Air compressor system centralization at the Bang Phli Factory is in progress; replacement of the air compressor system at the Theparak Factory has been completed.</li><li>Completed preventive maintenance and optimization of warehouse refrigeration systems.</li><li>Phase 1 Heat Recovery project is under technical evaluation.</li></ul> |

**Strategic Initiative 2 : Process efficiency improvement: Improve production line processes to reduce processing time and enhance efficiency, enabling reductions in electricity and fuel consumption for cooking and transportation, which are the primary contributors to Scope 1 and 2 greenhouse gas emissions.**

| Status <span>●</span> On track |                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year                           | Expected Outcomes                                                                                                                                                                                                                                                                                                                   | Actual Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2026                           | <ul style="list-style-type: none"><li>Reduce waiting time and streamline production processes (CIP) to improve operational efficiency. Implement a Computerized Maintenance Management System (CMMS) for factory operations. Optimize transportation routes and apply load consolidation to enhance logistics efficiency.</li></ul> | <ul style="list-style-type: none"><li>Reduced waiting time in the non-dairy filling production process, resulting in energy savings of 18,035 kWh, and improved energy efficiency in the biscuit production line, reducing LPG consumption by 2,116.46 kg.</li><li>Enhanced production efficiency and automation in the cheese, butter, and premix lines, reducing electricity consumption by 71,921 kWh.</li><li>CIP process optimization is currently in progress.</li><li>Implemented the Computerized Maintenance Management System (CMMS) in April 2026.</li><li>Enhanced the Transportation Management System (TMS) and consolidated transportation, increasing utilization by 15.9% and reducing transport trips by 2.3% compared with H1/2025.</li></ul> |

Strategic Initiative 3 : Renewable energy: Expanding the share of renewable energy usage through the installation of solar PV systems within the factory premises to reduce indirect greenhouse gas emissions from energy consumption (Scope 2), by concretely increasing the proportion of clean energy utilization.

| Status ● On track |                                                                                                                  |                                                                                                                                        |
|-------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Year              | Expected Outcomes                                                                                                | Actual Result                                                                                                                          |
| 2026              | <ul style="list-style-type: none"><li>Installation of Solar roof Phase 2 (Bang Phli Factory): 934 kWp.</li></ul> | <ul style="list-style-type: none"><li>Installed and commissioned the solar roof system at the Bang Phli Factory in May 2026.</li></ul> |

**Quarterly update**  
**Attachment**

# Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : [https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/KCG0\\_JUMP%2B\\_Plan\\_Year\\_2026-2028\\_EN.pdf](https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/KCG0_JUMP%2B_Plan_Year_2026-2028_EN.pdf)

