# Quarterly update in second quarter of 2026

## JUMP+ Plan

Year 2026 - 2028

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# KIJCHAROEN ENGINEERING ELECTRIC PUBLIC COMPANY LIMITED

# (KJL)

at 30 June 2026

This report was disseminated on 20/08/2026

# Table of Contents

# KIJCHAROEN ENGINEERING ELECTRIC PUBLIC COMPANY LIMITED

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Industrial

CG Report :

SET ESG Ratings: **AAA**

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

## Business Type

Manufacturing and distribution of electrical cabinet, cable tray systems, electrical wiring equipment, and customized sheet metal works.

### Financial Statement

| Year | 2025 | 2024 | 2023 | 2022 |
|---|---|---|---|---|
| **Income Statement (MB)** | | | | |
| Revenues | 1,127.24 | 1,209.77 | 1,087.93 | 1,026.07 |
| Expenses | 959.21 | 992.95 | 892.28 | 853.89 |
| Net Profit | 126.88 | 181.37 | 152.46 | 131.63 |
| **Balance Sheet (MB)** | | | | |
| Assets | 1,546.82 | 1,257.18 | 1,057.77 | 1,125.52 |
| Liabilities | 856.21 | 568.18 | 441.11 | 549.19 |
| Shareholders' Equity | 690.61 | 689.00 | 616.67 | 576.33 |
| **Cash Flow (MB)** | | | | |
| Operating | 238.15 | 153.54 | 187.93 | 133.33 |
| Investing | -305.25 | -191.23 | -218.50 | -40.07 |
| Financing | 52.28 | 43.41 | -266.63 | 255.50 |
| **Financial Ratio** | | | | |
| EPS (Baht) | 0.55 | 0.78 | 0.66 | 1.46 |
| GP Margin (%) | 28.98 | 30.53 | 30.65 | 28.62 |
| NP Margin (%) | 11.26 | 14.99 | 14.01 | 12.83 |
| D/E Ratio (Times) | 1.24 | 0.82 | 0.72 | 0.95 |
| ROE (%) | 18.39 | 27.78 | 25.56 | 33.71 |
| ROA (%) | 11.97 | 18.71 | 17.92 | 18.61 |

### JUMP+ Plan

**Business Plan**

**Target in 2028**

| | |
|---|---|
| Net Profit | **200-235** million Baht |

| Strategic Plan | Growth | Profitability & Efficiency | Stability |
|---|---|---|---|
| 1. Strategic Plan : KJL 2030 Infinite Sustainable Growth | ✓ | ✓ | ✓ |

**Governance Plan**

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Enhancing prevention of conflicts of interest

**Climate Action Plan**

1. Greenhouse gas inventory (GHG) plan

# 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) | 200-235 | 126.88 | 64.05 |

## Growth plan/Increase business value

### Strategic Plan : KJL 2030 Infinite Sustainable Growth

Focusing on continuous and sustainable business growth through the KJL 2030 Infinite Sustainable Growth strategy, which comprises 6 key initiatives.

1) KJL Brand: Launching new products into the market, building strong global partnerships for collaborative new product development, and enhancing services to meet customer needs.

2) KJL Network: Strengthening the business chain network and expanding sales channels for robust access to new markets.

3) KJL Everywhere: Increasing Brand Awareness and Market Share in the market to cover all segments and various industries.

4) KiN (KJL Innovation Campus): Research and Development (R&D), utilizing new innovations and technologies to develop products, including increasing smart production efficiency.

5) KJL World-Class Master Enterprise: Increasing production capacity to the highest level and becoming no.1 in Thailand, while elevating the company's status and capabilities, and product/service standards to international levels.

6) KJL Sustainable Growth (SAFE & SAVE): Promoting safety standards in the electrical component manufacturing industry and enhancing the company's ability to manage risks, encompassing environmental, social, and governance aspects.

These 6 initiatives will support stable business growth towards becoming a sustainable leader in the electrical component manufacturing market, as per the motto “KJL Everywhere” – We are wherever there is electricity.

**Targets**

- **Corporate Financial Targets**

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 2025 | 6M/2026 |
| Revenue Growth (%) YoY Growth Rate | 10%-15% | 10%-15% | 10%-15% | -6.82 | 12.11 |
| Gross Profit Margin (%) | 28%-32% | 28%-32% | 28%-32% | 28.98 | 26.74 |

## Strategic Initiative

**Strategic Initiative 1 : KJL Brand: Development of product/service quality standards and continuous launch of new products, including the enhancement of logistics quality through the KJL NOW!! project for urgent and fast delivery.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Launch at least 4 new products in the Standard Products and Electrical Wiring categories.<br>• Enhance the efficiency of Customer Experience Design through Customer Journey analysis, reviewing and improving the product catalogue, and researching and developing products/packaging to ensure suitability, convenience for practical use, and increased customer satisfaction.<br>• KJL Now!!: Enhance logistics efficiency and transportation capacity through route optimization, fleet expansion, and systematic inventory management, with a defined 98% Service Level Agreement (SLA) to ensure on-time delivery to customers within the specified timeframe. | The Company is currently implementing its plans as scheduled. To date, the Company has launched 1 new product in the Standard Products and Electrical Wiring categories, while simultaneously enhancing customer experience through Customer Journey analysis, the review and improvement of the Product Catalogue, as well as research and development of products and packaging to better meet customers' usage requirements and needs. In addition, the Company continues to enhance the efficiency of its logistics and delivery operations under the KJL Now!! project by implementing route optimization, increasing the number of delivery vehicles, and establishing systematic inventory management. As a result, the Company has maintained a Service Level Agreement (SLA) of 98%. |

**Strategic Initiative 2 : KJL Network: Expand sales channels and market access through various network groups, including retailers, experts, consultants, companies involved in electrical systems, and project owners.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Collect Authorized Dealer data through the CRM Digitalization system to serve as a data source for developing market expansion plans and effectively increasing network engagement.<br>• Maintaining an Authorized Dealer network of 1,200 stores covering all provinces in Thailand.<br>• Increase access to electrical system experts and expand the total membership to 30,000 individuals through the organization of social network activities and the expansion of the "Electric Power Community" project to 14 areas/provinces nationwide.<br>• Expand access to key influencer groups, such as contractors, designers, and project owners, and increase the Approved Project Vendor List. | The Company is currently implementing the planned initiatives by developing a CRM Digitalization system to collect and manage Authorized Dealer information, which will be used to support market expansion planning and strengthen relationships with its business partner network. The Company also continues to maintain its network of 1,200 Authorized Dealers, covering all provinces nationwide. In addition, the Company has expanded its reach to electrical system professionals through Social Network activities, resulting in a total membership of 20,500 members. The Company has also organized the "Ruam Phon Khon Fai Fah" (Electrical Professionals Gathering) project six times. Furthermore, the Company continues to expand its network among key influencers, including contractors, designers, and project owners, as well as increase the number of vendors included in the Approved Project Vendor List, in order to create new business opportunities and continuously expand its customer network. |

**Strategic Initiative 3 : KJL Everywhere: Strategy development and expansion of communication channels to enhance brand awareness (Brand Awareness), as well as maintaining market competitiveness.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Develop a marketing plan that caters to new target audiences and encompasses diverse industries, such as Mechanical and Electrical designers, electrical system consultants, building construction contractors, and project owners for infrastructure, buildings, and various industrial facilities.<br>• Drive engagement for the InnoFast series product group: KJL x Schneider to increase sales.<br>• Increase brand awareness in the IT & Data Center market for the K-Rack server series product group through trade shows and promotions at various events.<br>• Striving to be the company with the no.1 market share in Thailand. | The Company is currently implementing the planned activities by developing marketing strategies to expand its reach to new target customer segments across various industries, including mechanical and electrical (M&E) designers, electrical consultants, construction companies, project owners, and infrastructure, commercial building, and industrial facility developers. The Company is also driving customer engagement for the InnoFast Series: KJL x Schneider to support sales growth, while enhancing brand awareness of the K-Rack Server Series in the IT and Data Center market through exhibitions and promotional events. These initiatives support the Company's objective of becoming the market leader in Thailand. |

**Strategic Initiative 4 : KiN (KJL Innovation) conducts research and development of new products and innovations in accordance with international standards, utilizing intelligent manufacturing processes capable of measuring results and quality.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Initiate the development of an efficient Research and Development (R&D) system, featuring verifiable quality measurement through experienced consultants, established quality inspection procedures, and product testing in accordance with standards. | The Company is currently implementing the planned activities by developing a more effective Research and Development (R&D) system through the engagement of experienced consultants, the establishment of measurable quality assurance processes, and product testing in accordance with applicable standards. |

**Strategic Initiative 5 : KJL World-Class Master Enterprise elevates the quality of the company's operations to international standards.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Expand production capacity to 40 million units per year.<br>• Products are certified according to various standards, such as IEC, NIMA, ISO, TIS.<br>• Maintain the certified membership status of the Private Sector Collective Action Coalition Against Corruption (CAC).<br>• Maintain the annual corporate governance assessment results from the Thai Institute of Directors Association (IOD) at a 5-star level.<br>• Elevate the transparency of the company's sustainability reporting to align with international standards and practices, such as FTSE Russell and IFRS S1. | The Company is currently implementing the planned initiatives and has expanded its production capacity to 40 million units per year. At the same time, the Company continues to maintain and enhance its product quality standards in compliance with relevant standards, including IEC, NEMA, ISO, and TIS. The Company also maintains its membership in the Thai Private Sector Collective Action Against Corruption (CAC) and its 5-star Corporate Governance Rating from the Thai Institute of Directors (IOD). In addition, the Company is in the process of enhancing the transparency of its sustainability reporting to align with international standards and practices, such as FTSE Russell and IFRS S1. |

**Strategic Initiative 6 : KJL Sustainable Growth (SAFE & SAVE): Develop professional standards, promote a stable and safe electrical industry, and support the use of clean energy to reduce social and environmental impacts in accordance with national and international standards.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Improve production processes and systems to enhance energy and resource efficiency through annual quality assessments, preventive maintenance, and appropriate machinery upgrades.<br>• The KJL Innovation Campus building has received green building certification under the LEED standard.<br>• Develop an electrical system skill development center for industry professionals and interested individuals.<br>• Develop professional standards to ensure stability and promote safety through seminars, electrical system installation activities, and solar rooftop installation programs, totaling 14 events, along with the preparation and distribution of 5,000 electrical installation manuals to stakeholders within the electrical industry.<br>• The company's increased proportion of clean energy utilization supports the reduction of production costs and is environmentally friendly.<br>• The company's operations are in accordance with ISO14001:2015 and Green Industry Level 3. | The Company is currently executing its established action plan by improving production processes and systems to enhance energy and resource efficiency through annual quality audits, maintenance, and machinery upgrades as appropriate. In addition, the Company is in the process of applying for LEED Green Building Certification for the KJL Innovation Campus. Furthermore, the Company is developing an electrical system skill development center to elevate professional standards and promote safety through seminars and training sessions on electrical and solar rooftop installations, along with preparing an electrical installation manual for stakeholders in the electrical industry. This is carried out alongside increasing the proportion of clean energy usage to reduce production costs and environmental impact, while maintaining operational standards in alignment with ISO 14001:2015 and Green Industry Level 3. |

# Quarterly update

# Section 2

# Governance Plan

# Quarterly update : Section 2 Governance Plan

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

This Anti-Corruption and Bribery Enhancement Plan is developed to prevent corruption and bribery in all forms and at all levels. It involves establishing clear policies and guidelines that cover the organization's business activities, ensuring that business decisions with potential risks are monitored, audited, and evaluated. This also includes identifying clear corrective actions and preventive measures against recurrence. The policies and guidelines are communicated to all employees and stakeholders. Furthermore, the policies are reviewed, and performance results are reported to the Board of Directors at least once a year to ensure that the policies remain current and relevant, thereby preventing corruption risks and promoting the company's sustainable growth.

**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 |
| Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies | In progress | In progress | Completed | - | In Progress |

## Strategic Initiative

**Strategic Initiative : Plan to promote anti-corruption policies among critical Tier 1 direct business partners.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Elaborate on the Supplier Code of Conduct to enhance clarity, by specifying that critical Tier 1 suppliers directly conducting business with the company must have a written anti-corruption and anti-bribery policy.<br>• Communicate the revised Supplier Code of Conduct to critical Tier 1 suppliers who directly conduct business with the company for their acknowledgment, and inform them of the expectation for a written anti-corruption policy to be established by 2028.<br>• Revise the ESG partner evaluation form by expanding on the question regarding whether the company has a written anti-corruption and anti-bribery policy for critical Tier 1 partners directly conducting business with the company. | The Company fully implemented the 2026 action plan as established, including the expansion and communication of the Supplier Code of Conduct to key suppliers (Critical Tier 1). The Company also enhanced the ESG supplier assessment to cover suppliers' acknowledgment and acceptance of the anti-bribery and anti-corruption policy. |

## Enhancing whistleblowing mechanisms

The Company has established a whistleblowing policy and guidelines to encourage all stakeholders, both internal and external, to report immediately any incidents or behaviors suspected of involving corruption, unethical business practices, or violations of relevant regulations. This enables the Company to improve, rectify, and prevent potential risks or damages, ensuring accuracy, transparency, and efficiency in line with good corporate governance. A clear unit for receiving complaints and whistleblowing channels has been established, along with systematic procedures for handling reported incidents or complaints. Measures are in place to protect whistleblowers or complainants from harassment, intimidation, or destruction of evidence. Furthermore, the Company communicates and ensures its employees understand the policy, the review process, and the channels for reporting such incidents or complaints. The whistleblowing policy is reviewed at least once a year and submitted to the Board of Directors for approval to ensure that the policy is appropriate, comprehensive, and aligned with current circumstances.

### 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 |

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | Before Project Participation | 6M/2026 |
| 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. | Completed | Completed | Completed | - | Success |

### Strategic Initiative

**Strategic Initiative : Setting targets to expedite complaint handling time.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • The average resolution time for complaints (from the date of initial notification to the communication of the final decision to the complainant) has been reduced to a range of 15-30 business days. | The Company has fully implemented the planned activities and successfully reduced the average complaint handling time (from the date a whistleblowing report is received to the date the final investigation outcome is communicated to the complainant) to 15–30 business days. |

## Enhancing prevention of conflicts of interest

The Company has developed a plan to enhance the prevention of conflicts of interest to ensure that all business decisions and activities focus on maximizing benefits in accordance with the Company's objectives, are based on impartiality and economic value, in order to maintain the trust and confidence of stakeholders. The Company operates from a policy level, with clear guidelines, a process for monitoring policy implementation, and reports conflicts of interest to the Board of Directors at least once a year, along with identifying corrective actions and preventive measures to avoid recurrence, to mitigate potential future risks which will contribute to the long-term growth of the business.

### Targets

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | Before Project Participation | 6M/2026 |
| The company has established a policy and procedures to prevent conflicts of interest. | - | - | - | Complete | Success |
| The company has developed a comprehensive,written policy and guidelines to prevent conflicts of interest,which have been approved by the Board of Directors. | - | - | - | Complete | Success |
| Compliance with the conflict of interest policy is monitored | - | - | - | Complete | Success |

| Title | Target | | | Actual Result | |
|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | Before Project Participation | 6M/2026 |
| through a formal process at least annually. | | | | | |
| Conflicts of interest are reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence. | - | - | - | Complete | Success |
| Critical business partners directly engaged with the company (Critical Tier 1) should comply with policies and best practices regarding the prevention of conflicts of interest. | Completed | Completed | Completed | - | Success |

## Strategic Initiative

**Strategic Initiative : Action plan for Critical Tier 1 key business partners conducting direct business with the company to comply with policies and best practices for preventing conflicts of interest.**

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Revise the ESG partner assessment form to include conflict of interest prevention as one of the assessment criteria for critical Tier 1 partners who conduct direct business with the company.<br>• 100% of Critical Tier 1 partners have been assessed on ESG issues pertaining to compliance with policies and best practices for preventing conflicts of interest. | The Company has fully implemented the planned activities by enhancing the ESG supplier assessment form to include conflict of interest prevention as one of the assessment criteria for Critical Tier 1 suppliers. As a result, 100% of Critical Tier 1 suppliers were assessed against this ESG criterion in accordance with the Company's policy and code of conduct. |

# Quarterly update

# Section 3

# Climate Plan

# Quarterly update : Section 3 Climate Plan

## Greenhouse gas inventory (GHG) plan

The Company recognizes the significance of the impacts arising from climate change and is committed to achieving carbon neutrality by the year 2050. To this end, the Company has implemented initiatives to raise employee awareness, collect data for the preparation of greenhouse gas (GHG) inventories, and undertake initial GHG reduction measures, such as clean energy projects through solar power installations and the conversion of internal combustion forklifts to electric forklifts. Accordingly, to commence effective planning for greenhouse gas reduction, the Company will continue to enhance the collection of comprehensive data for Scope 1 and Scope 2 greenhouse gas emissions and submit such data for verification in accordance with the standards of the Thailand Greenhouse Gas Management Organization (TGO). The Company will also initiate the development of greenhouse gas management and reduction reporting in alignment with internationally recognized reporting standards. In addition, the Company will begin studying and collecting data on Scope 3 greenhouse gas emissions that are material to the organization, with a target completion by the year 2026.

### 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) | In Progress | Success | Success | Success |

### Strategic Initiative

#### Strategic Initiative 1 : Plan for the Preparation of Greenhouse Gas Inventory (GHG Inventory) Scope 1 and 2

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Review environmental, occupational health, and safety policies as appropriate, consistent with the company's mission, and present them to the Board of Directors.<br>• Review the roles and responsibilities of the “Sustainability Committee” in climate change management as appropriate.<br>• Clearly define the roles, duties, and responsibilities of various departments in collecting, verifying, and managing greenhouse gas data.<br>• Hold board meetings to include an agenda item for the consideration and monitoring of progress in greenhouse gas management and climate targets at least once a year.<br>• Specify the clear organizational boundaries for collecting Scope 1 and 2 greenhouse gas data for the preparation of the organization's greenhouse gas inventory.<br>• Please identify the types of activities related to Scope 1 and 2 greenhouse gas emissions, accurately aligned with the Emission Scope, for report preparation and data verification according to standards. | The Company is currently implementing the planned activities by reviewing its Environmental, Occupational Health and Safety Policy, as well as the roles and responsibilities of the Sustainability Committee and relevant functions in climate change management. The Company has also established clear processes for the collection, verification, and management of greenhouse gas (GHG) data, ensured Board oversight of GHG management and climate-related targets, and defined the organizational boundaries and emission sources for Scope 1 and Scope 2 GHG emissions in accordance with applicable standards. The Company's 2025 Scope 1 and Scope 2 GHG data have been externally verified, and the Company has obtained the Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (TGO). In addition, the Company has prepared a greenhouse gas management report in accordance with the FTSE assessment framework and has collected and calculated its 2026 GHG emissions using a platform certified by the Thailand Greenhouse Gas Management Organization (TGO). |

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| | • Greenhouse gas data for Scope 1 and 2 for the year 2025 has been verified by an external verifier.<br>• The company received Corporate Carbon Footprint (CFO) certification for the year 2025 from the Thailand Greenhouse Gas Management Organization.<br>• Preparation of the greenhouse gas management report, covering the management structure, assessment scope, management, and Scope 1 and 2 greenhouse gas emissions, in accordance with FTSE assessment standards, by an external consultant.<br>• Collect data and calculate greenhouse gas emissions for the year 2026 through tools/platforms certified by the Thailand Greenhouse Gas Management Organization, accurately and completely. | |

### Strategic Initiative 2 : Greenhouse Gas Accounting Plan Scope 3 Significant Categories

Status ● On track

| Year | Expected Outcomes | Actual Result |
|---|---|---|
| 2026 | • Initiate the collection of Scope 3 greenhouse gas emissions data for the year 2026 using an appropriately certified tool or platform, focusing on categories with significant greenhouse gas emissions and where the Company has the ability to exercise control. | The Company is currently implementing the planned activities and has commenced the collection of Scope 3 greenhouse gas (GHG) emissions data for 2026 using a certified tool/platform. The data collection currently covers only those categories with significant GHG emissions that are within the Company's operational control. |

# Quarterly update

# Attachment

# Quarterly update : Attachment

## JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/KJL0_JUMP%2B_Plan_Year_2026-2028_EN.pdf