Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

The Klinique Medical Clinic Public Company Limited

(KLINIQ)

at 30 June 2026

This report was disseminated on 31/08/2026

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The Klinique Medical Clinic Public Company Limited

sSET
Services / Health Care Services

CG Report : -
SET ESG Ratings: **-**
Anti-Corruption Certification (CAC): **-**

Business Type

Aesthetics, Plastic Surgery, and Wellness Center

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	3,580.03	3,008.95	2,318.35	1,647.20
Expenses	3,092.64	2,594.13	1,953.02	1,390.34
Net Profit	363.70	322.19	288.62	205.49
Balance Sheet (MB)				
Assets	3,339.26	3,118.14	2,845.63	2,590.25
Liabilities	1,557.96	1,401.21	1,142.82	944.50
Shareholders' Equity	1,773.38	1,716.93	1,702.81	1,645.75
Cash Flow (MB)				
Operating	660.77	551.98	385.92	407.96
Investing	-157.61	15.79	-421.37	-1,226.44
Financing	-436.36	-428.39	-320.51	1,207.02
Financial Ratio				
EPS (Baht)	1.65	1.46	1.31	1.21
GP Margin (%)	50.51	51.71	54.05	56.31
NP Margin (%)	10.17	10.71	12.45	12.48
D/E Ratio (Times)	0.87	0.82	0.67	0.57
ROE (%)	20.84	18.84	17.24	22.75
ROA (%)	15.10	13.91	13.44	15.04

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	**666.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : KLINIQ 2569–2571 Quality Growth & Value Enhancement Plan	✓		

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Enhancing governance of information security

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)	666.00	363.70	232.66

Target for 2571: The Company aims to achieve Net Profit of THB 666 million by strengthening the quality of growth through reinforcing the core aesthetics and longevity business (TKQC), upgrading surgical services into a structured hospital-based model (TKQH) to expand capability and medical standards, and improving profitability through disciplined SG&A management and operational efficiency. The plan also includes expanding the international customer base through the International Customer Growth Program, targeting an international customer mix of 20% by 2571. Progress will be monitored through key financial and operational KPIs, together with systematic risk management throughout 2569–2571.

Progress description

During the first six months of 2026, the Company continued to make progress toward its 2028 targets, recording net profit of THB 232.66 million while advancing key initiatives to deliver quality growth through a stronger core business, improved operational efficiency, disciplined cost management, and the development of long-term business capabilities.

1. **Transition of the Surgical Center into a Hospital:** The Company is in the process of identifying a suitable site and planning the building structure and related requirements for hospital development, in preparation for the transition of its existing surgical center into a hospital operation (TKQH). This initiative is expected to expand the Company's service capabilities, support a broader range of medical and surgical services, and establish a platform for long-term growth.
2. **Core Business Growth and Operational Efficiency:** The Company continued to strengthen its core business while enhancing branch productivity and operating efficiency. In Q2/2026, revenue increased by 32.4% year-on-year, while Cash Same Store Sales Growth reached 21.5%. Gross profit margin stood at 51.2%, reflecting revenue growth and improved management of the Company's cost structure.
3. **Cost and SG&A Management:** The Company continues to maintain disciplined cost and SG&A management while making necessary investments to support business expansion. Key areas of focus include improving resource utilization, strengthening branch-level cost management, enhancing productivity, and optimizing the cost structure in line with the scale and growth of the business, with the objective of supporting sustainable profitability over the long term.
4. **International Customer Expansion:** The Company has established a dedicated team responsible for developing and expanding its international customer base. The team is implementing targeted marketing initiatives, developing customer acquisition channels, building networks and partnerships in selected markets, and enhancing service capabilities to better serve international customers. These initiatives support the Company's target of increasing the international customer mix to 20% by 2028.

The Company will continue to closely monitor progress through key indicators covering growth, profitability, cost and SG&A efficiency, hospital development milestones, and the international customer mix to ensure that execution remains aligned with its quality growth objectives and supports the achievement of the THB 666 million net profit target by 2028.

Growth plan/Increase business value

Strategic Plan : KLINIQ 2569–2571 Quality Growth & Value Enhancement Plan

The KLINIQ 2569–2571 Quality Growth and Value Enhancement Plan aims to drive the Company's growth in a strong and sustainable manner through four strategic initiatives, as follows:

1. Strengthen the core business (TKQC) in aesthetics and longevity through same-store productivity improvement, customer-base management, and a higher mix of margin-accretive services and procedures.
2. Upgrade surgical services into a hospital-based model (TKQH) to support a structured scale-up in service capacity and the enhancement of medical standards.
3. Enable growth through CRM and disciplined SG&A management (CRM & SG&A Discipline) to improve customer acquisition and retention, while continuously enhancing productivity across branches and medical teams.
4. Expand the international customer base at the Company level through the International Customer Growth Program, with the goal of increasing the international customer mix to 20% by 2571.

   Progress will be monitored through key KPIs covering revenue and growth, supported by operational performance indicators and systematic risk management, to ensure delivery of the business plan throughout 2569–2571.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue From Operations (MILLION BAHT)	4150	4800	5700	3556.41	2213.28

Progress description

- During the first six months of 2026, the Company recorded revenue from operations of THB 2,213.28 million, representing a 32.4% increase year-on-year. The growth was supported by branch expansion in line with the business plan, improved performance of existing branches, and marketing initiatives aimed at driving business growth.
- Following the stronger operating performance and improved business outlook, the Board of Directors, at its meeting on 12 August 2026, approved an upward revision of the Company's 2026 revenue target from THB 4,150 million to THB 4,500 million, representing approximately 26.5% growth from 2025 revenue. Revenue generated during the first six months of 2026 accounted for approximately 49.2% of the revised full-year target.
- For 2027 and 2028, the Company currently maintains its existing revenue targets of THB 4,800 million and THB 5,700 million, respectively. These targets will be reviewed in light of operating performance, business outlook, and the Company's growth plans, with any future revisions subject to consideration and approval by the Board of Directors.

Strategic Initiative

Strategic Initiative 1 : (BU:TKQH) Hospital-based Surgery Transformation and Capacity Scale-up

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Prepare for the expansion into a full hospital-based platform by defining service scope and operating standards, and establishing a relocation and service continuity plan. (Trackable through: project milestones, readiness checklists, relocation/launch plan, progress reporting.)oversight framework.)	• The Company is currently preparing for the transition of its existing surgical center into a hospital operation. During the first six months of 2026, the Company assessed potential site requirements for the project, alongside preliminary planning of the building structure and space requirements to ensure alignment with the intended service model and applicable hospital operating standards. • These activities represent an important step in establishing the overall development framework for the project, prior to further defining the service scope, operating standards, service relocation plan, and service continuity plan to support a systematic transition from the existing surgical center to a hospital operation.

Strategic Initiative 2 : (BU: TKQC) Same-store Productivity and High-margin Service Mix Uplift

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Implement a branch-level performance management system to improve same-store productivity, supported by standardized service/procedure scheduling and capacity planning. (Trackable through: branch performance dashboard, productivity KPIs, schedule utilization reports, standardized operating guidelines.) • Develop high-margin service bundles and sales playbooks to increase the mix of margin-accretive services and procedures. (Trackable through: approved service packages and pricing/mix guidelines, sales scripts/playbooks, service mix and margin trend reports.)	• During the first six months of 2026, the Company continued to monitor and analyze branch- and brand-level performance to enhance the productivity of existing branches. Sales performance, same-store growth, resource utilization, and customer service patterns were used to support operating decisions and refine business execution. In Q2/2026, Cash Same Store Sales Growth reached 21.5%, while revenue increased by 32.4% year-on-year, reflecting the Company's ability to generate growth from its existing business base alongside continued expansion. • In parallel, the Company reviewed service performance and sales approaches to support a higher-value and more profitable service mix, while refining marketing and customer communication initiatives for targeted customer segments. The Company is also progressing with the development of more structured branch performance monitoring and standardized sales practices to further enhance branch productivity, service mix, and operating efficiency.

Strategic Initiative 3 : CRM Acceleration and SG&A Discipline to Enable Scalable Growth

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Enhance CRM capability and reporting dashboards to improve conversion and retention, and increase repeat visits through targeted customer journeys. (Trackable through: CRM	• During the first six months of 2026, the Company enhanced the use of customer data to support CRM management by analyzing customer profiles and service utilization patterns,

Year	Expected Outcomes	Actual Result
	dashboards, conversion/retention metrics, repeat visit indicators, campaign performance reports and segmentation coverage.) • Establish an SG&A governance framework aligned with growth with clear effectiveness tracking and spending controls. (Trackable through: SG&A governance cadence, budget vs. actual reporting, spend effectiveness scorecards, approval matrix and policy documentation.)	strengthening customer segmentation, and refining communications and marketing initiatives for targeted customer groups. These efforts are aimed at improving customer acquisition efficiency, repeat visits, and retention. The Company is also progressing with the development of more structured monitoring and dashboard capabilities covering conversion, retention, and repeat behavior to support more systematic customer journey management. • On SG&A management, the Company continued to monitor and control expenses while making necessary investments to support business growth. Expenditures are reviewed against budgets, operating performance, and the effectiveness of key initiatives, with continued focus on resource utilization, branch-level cost management, and productivity. These measures are intended to maintain an appropriate cost structure as the business scales and support sustainable profitability over the long term.

Strategic Initiative 4 : International Customer Growth Program to Achieve 20% International Customer Mix by 2571

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish an international customer data structure in CRM (e.g., language preference, nationality, source channels, service interests) and deploy dashboards to track the lead–conversion–repeat funnel for international segments. (Trackable through: international CRM dashboards, data completeness, lead source and funnel conversion reporting.) • Define priority acquisition channels and partnerships for international customers (e.g., expat communities, hotel/ concierge networks, travel/medical facilitators) and launch pilot campaigns. (Trackable through: partner list/agreements, pilot campaign performance reports, international leads by channel.)	• During the first six months of 2026, the Company established a dedicated team to drive the expansion of its international customer base and commenced proactive initiatives to reach targeted customer segments through market-specific marketing activities and communication channels. The Company also began monitoring customer responses and the effectiveness of marketing initiatives to support continuous improvement in customer acquisition and conversion. • In parallel, the Company is progressing with the development of a more structured international customer data and tracking framework, with the objective of capturing relevant information by nationality, customer source, acquisition channel, and service interest. This will support more systematic monitoring of leads, conversion, and repeat behavior over time. The Company is also developing customer acquisition channels and partnership networks in selected target markets to build a scalable platform for international growth and support its target of achieving a 20% international customer mix by 2028.

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 conducting business with the highest standards of ethics and corporate governance. It will strengthen its anti-bribery and anti-corruption program as an organization-wide integrity assurance framework, covering key end-to-end processesincluding procurement of medical supplies and equipment, licensing and permits, contracting, sales activities, gifts and hospitality, and service deliveryto ensure operations are transparent, auditable, and free from conflicts of interest or improper influence.

This strategic plan is designed to reinforce stakeholder confidence through clear governance, defined accountability, and consistent reporting. The program will be embedded into day-to-day operations, supported by targeted communication and training, systematic monitoring and evaluation, and continuous improvement in line with the PDCA (Plan–Do–Check–Act) cycle. The objective is to institutionalize a Culture of Integrity across all levels of the organization as a core element of “business as usual.”

System Objectives

1. **Prevent:** Strengthen internal controls within high-risk processes to reduce exposure to bribery and corruption risks.
2. **Detect:** Enhance the effectiveness of reporting channels and enable timely identification of irregularities and potential misconduct.
3. **Respond:** Ensure investigations and disciplinary actions are conducted fairly, consistently, and in a manner that is transparent and auditable.
4. **Embed:**Build organization-wide awareness and consistent standards of ethical conduct to sustain integrity over the long term.

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	Not Started	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	In Progress	Success	Success	Not Started	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	In Progress	Success	Success	Not Started	In Progress

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

Progress description

- During the first six months of 2026, the Company undertook a comprehensive review and revision of its Anti-Corruption and Anti-Bribery Policy to ensure that it remains comprehensive and aligned with good corporate governance practices, as well as the Company's current business context and operations. Subsequent to the end of the first-half reporting period, the revised policy was formally reviewed and approved by the Board of Directors at its meeting in August 2026.
- The Company is currently progressing with the implementation of the related practices, including monitoring and evaluating compliance with the policy, as well as extending relevant anti-corruption requirements and practices to key business partners in accordance with the implementation plan.
- With respect to participation in the Thai Private Sector Collective Action Against Corruption (CAC), the Company is currently undertaking the relevant preparatory steps. The revised Anti-Corruption and Anti-Bribery Policy forms part of the supporting framework and documentation required for the Company's participation in the CAC program. The Company expects to proceed with the Declaration of Intent to join the CAC in late Q3 or early Q4 2026.

Strategic Initiative

Strategic Initiative 1 : Develop and implement an Anti-Corruption and Anti-Bribery Policy and related procedures covering the organization's core business activities, with clearly defined policy owners, governance oversight, and reporting mechanisms.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Issue and roll out the policy/procedures covering core activities; define policy owners and responsibilities; establish governance structure and reporting channels, including approval workflow and document control.	• The Company completed a review and revision of its Anti-Corruption and Anti-Bribery Policy to ensure comprehensive coverage of its core business activities and alignment with good corporate governance practices. Subsequent to the end of the first-half reporting period, the revised policy was formally reviewed and approved by the Board of Directors at its meeting in August 2026. • The revised policy establishes a clearer governance framework, roles and responsibilities, as well as reporting

Year	Expected Outcomes	Actual Result
		and compliance monitoring mechanisms. The Company is currently progressing with the implementation of the related procedures and governance mechanisms across the organization to support a systematic and consistent approach to anti-corruption and anti-bribery compliance.

Strategic Initiative 2 : Conduct an annual review and update of the organization's Anti-Corruption and Anti-Bribery Policy and related procedures at least once per year (and whenever relevant legal, regulatory, or best-practice requirements change).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish a formal review framework (cycle, scope, and responsibilities), evaluation criteria, and approval workflow; implement document control and maintain a revision log to record all updates.	• The Company completed its 2026 annual review of the Anti-Corruption and Anti-Bribery Policy, covering the appropriateness of the policy content, scope of application, roles and responsibilities, and alignment with good corporate governance practices and the Company's current business context. • As a result of the review, the policy was revised and subsequently approved by the Board of Directors at its meeting in August 2026. The Company has also strengthened the related document control and revision tracking process to support systematic monitoring of policy updates and to facilitate future reviews at least annually, or whenever there are relevant changes in laws, regulations, or applicable best practices.

Strategic Initiative 3 : Establish a systematic monitoring and evaluation process for compliance with the organization's Anti-Corruption and Anti-Bribery policy and procedures, and report performance to relevant committees/oversight bodies according to a defined reporting cycle.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop a Monitoring & Reporting Framework, including defined KPIs, reporting frequency, responsible functions/owners, and standardized reporting templates and channels.	• Following the review and approval of the revised Anti-Corruption and Anti-Bribery Policy, the Company is developing a structured monitoring and reporting framework for compliance with the policy. The framework covers defined roles and responsibilities, monitoring and evaluation processes, whistleblowing and complaint channels, and reporting mechanisms to relevant committees and oversight bodies. • The Company is also defining appropriate performance indicators, reporting cycles, and monitoring formats to enable systematic assessment of policy compliance, identification of areas for improvement, and timely implementation of corrective or preventive actions. The

Year	Expected Outcomes	Actual Result
		framework will be progressively implemented following the rollout of the revised policy and related procedures.

Strategic Initiative 4 : Achieve and strengthen Anti-Corruption certification in alignment with the CAC (Thai IOD) framework through a structured, organization-wide implementation approach.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Publish the organization's commitment statement and develop a readiness plan (timeline, owners, and key workstreams); prepare and organize required policies, procedures, and supporting evidence/documentation.	• The Company has commenced preparations to participate in the Thai Private Sector Collective Action Against Corruption (CAC). The Board of Directors has approved the Company's participation in the CAC process, including proceeding with the Declaration of Intent and the related readiness activities required under the CAC framework. • The Company is currently preparing the relevant policies, procedures, supporting documentation, and evidence for submission of the Declaration of Intent to CAC, which is expected to take place in late Q3 or early Q4 2026. The Company will attain "CAC Declared" status only after the submission has been reviewed and processed by CAC in accordance with the prescribed procedures. • Following the Declaration of Intent, the Company will continue to strengthen its anti-corruption framework and controls in line with CAC requirements and prepare for the subsequent certification process within the prescribed timeframe.

Strategic Initiative 5 : Strengthen governance of Critical Tier 1 suppliers by establishing clear ethical and anti-corruption requirements, and implementing a systematic process to monitor and evaluate compliance.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Define and compile the Critical Tier 1 supplier list; set minimum requirements on ethics and anti-corruption for suppliers; establish a communication plan and a formal acknowledgment/ acceptance process.	• The Company is developing a governance framework for Critical Tier 1 suppliers, including criteria for identifying and prioritizing business partners that are material to the Company's core operations. In parallel, the Company is compiling a list of suppliers that meet the defined criteria to establish a basis for ongoing governance and monitoring. • The Company is also developing minimum requirements covering business ethics, anti-corruption and anti-bribery expectations, together with an appropriate acknowledgement or acceptance mechanism for Critical Tier 1 suppliers. A structured approach for monitoring and evaluating compliance with these requirements is being developed to support systematic implementation in the next phase.

Enhancing whistleblowing mechanisms

The Company is committed to conducting its business with integrity, transparency, and the highest standards of corporate governance. It will strengthen its whistleblowing and misconduct management system as a robust and sustainable "proactive governance mechanism" to effectively support the prevention, detection, and response to risks related to corruption, misconduct, and non-compliance with applicable laws and internal policies.

This plan aims to build an ***"Ecosystem of Trust"*** that enables employees and stakeholders to raise concerns confidently and safely (Speak Up). The Company places strong emphasis on confidentiality, whistleblower protection, and non-retaliation, supported by a standardized, auditable case management process covering intake, triage, investigation, conclusion, and case closure, with reporting to relevant committees in line with the defined governance cycle.

The Company will embed this system into day-to-day operations across the organization, supported by communication and training, monitoring and evaluation, and continuous improvement through the PDCA (Plan–Do–Check–Act) cycle. This will elevate the approach from "policy" to "culture," embedding a Culture of Integrity as business-as-usual (BAU) and strengthening long-term enterprise risk management.

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.	In Progress	Success	Success	Not Started	In Progress
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Success	Success	Success	Not Started	Success
Appointment of an impartial recipient for whistleblowing reports.	Success	Success	Success	Not Started	In Progress
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.	Success	Success	Success	Not Started	In Progress
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	In Progress	Success	Success	Not Started	In Progress
Reduce the complaint resolution time.	In Progress	Success	Success	-	In Progress

Progress description

- During the first six months of 2026, the Company reviewed and enhanced its Whistleblowing Policy and related procedures to strengthen the framework for receiving reports, protecting whistleblowers, handling and investigating cases, and ensuring clear governance and reporting mechanisms.
- Subsequent to the end of the first-half reporting period, the revised policy and procedures were formally reviewed and approved by the Board of Directors at its meeting in August 2026. The Company is currently progressing with the implementation of the related procedures, operating processes, and governance mechanisms across the organization to support a whistleblowing system that is transparent, fair, confidential, and systematically monitored.

Strategic Initiative

Strategic Initiative 1 : Develop and strengthen a trusted and accessible whistleblowing/grievance channel, supported by clear whistleblower protection measures and a standardized end-to-end case management process.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and/or establish the whistleblowing policy and procedures; define primary reporting channels (e.g., website, email, hotline/mailbox) and whistleblower protection requirements, including documentation and evidence retention standards.	• Following the review and enhancement of its Whistleblowing Policy and related procedures, the Company established a clearer framework for receiving whistleblowing reports and grievances. The framework covers reporting channels, confidentiality and whistleblower protection measures, as well as standardized processes for case intake, screening, assessment, investigation, evidence retention, and follow-up. • The revised policy and procedures were formally reviewed and approved by the Board of Directors at its meeting in August 2026. The Company is currently progressing with the implementation of the related procedures and operating processes, including the enhancement of whistleblowing channels to ensure they are accessible, trusted, and aligned with the approved whistleblower protection framework.

Strategic Initiative 2 : Strengthen governance and committee-level reporting by establishing clear accountability and structured reporting practices for effective oversight.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Define the Owner/RACI and the reporting cadence; develop standardized summary reporting formats (e.g., dashboard/ summary).	• Following the approval of the revised Whistleblowing Policy and related procedures, the Company is strengthening its governance and reporting structure by defining the roles, responsibilities, and accountability of relevant parties throughout the case management process, from case intake and screening through investigation, follow-up, and reporting to the appropriate committees or oversight bodies. This is intended to enhance accountability and mitigate potential conflicts of interest.

Year	Expected Outcomes	Actual Result
		• The Company is also developing standardized reporting formats and reporting cycles to provide consistent oversight information, including the number and types of cases reported, case status, resolution timelines, investigation outcomes, and corrective or preventive actions, while maintaining appropriate confidentiality and protection of information relating to the parties involved.

Strategic Initiative 3 : Establish an organization-wide standard for case management and turnaround time (SLA) to ensure the intake–screening–review–closure process is timely, transparent, and auditable.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Design an end-to-end workflow covering case intake, screening, review/verification, resolution, and closure; define initial SLAs, accountable roles, and key control points, including documentation and evidence retention requirements.	• Following the approval of the revised Whistleblowing Policy and related procedures, the Company is developing a standardized end-to-end case management workflow across the organization, covering case intake, initial screening and assessment, review and investigation, follow-up, and case closure. • The Company is also defining roles and responsibilities, key control points, evidence retention requirements, and appropriate service-level timelines (SLAs) for each stage of the process. These measures are intended to support timely, transparent, traceable, and auditable case handling, while providing a foundation for reducing resolution time and improving process efficiency over time.

Strategic Initiative 4 : Strengthen whistleblower protection and the non-retaliation framework by ensuring confidentiality, clear safeguards, and a trusted environment for safe reporting.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Define and formalize whistleblower protection principles, confidentiality requirements, and non-retaliation measures (including handling of retaliation allegations); communicate the guidelines broadly to relevant stakeholders.	• The Company has established clear whistleblower protection and non-retaliation principles in its revised Whistleblowing Policy and related procedures. The framework covers confidentiality of whistleblowers and related information, protection against retaliation or adverse consequences arising from good-faith reporting, as well as mechanisms for monitoring and addressing allegations or risks of retaliation. • The revised policy and procedures were formally approved by the Board of Directors in August 2026. The Company is currently progressing with the implementation of the related protection measures and internal communication to ensure that employees and relevant stakeholders are aware of the safeguards in place and can raise concerns in a safe, confidential, and trusted environment.

Strategic Initiative 5 : Strengthen investigation capability and evidence management standards through an organization-wide, consistent approach to ensure investigations are fair, auditable, and supported by complete documentation.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop an investigation manual and minimum standards, defining roles, procedures, and clear guidance on evidence handling, document control, and evidence retention.	• The Company has established an investigation and evidence management framework within its revised Whistleblowing Policy and related procedures. The framework covers the roles and responsibilities of relevant parties, investigation and review procedures, requirements for impartiality and confidentiality, as well as the handling, retention, and control of supporting evidence and documentation. These measures are intended to ensure that investigations are fair, transparent, properly documented, and auditable. • The revised policy and procedures were approved by the Board of Directors in August 2026. The Company is currently progressing with organization-wide implementation of these standards, together with the development of supporting guidance and tools to promote consistency and effectiveness in investigation and evidence management.

Governance of Risk and Management Compliance

Enhancing governance of information security

The Group’s operations rely significantly on information systems and data across core areas of service delivery, customer experience management, and multi-branch coordination. As a result, safeguarding information security and ensuring system availability in line with the Confidentiality–Integrity–Availability (CIA) principles are critical to business continuity, service quality, and stakeholder trust. Accordingly, the Group is strengthening its information security governance through a structured, organization-wide framework. This includes establishing policies and accountability structures (Owner/RACI), risk management and control measures, access management and change management, vendor/service provider governance, and incident preparedness and response (Incident Response). These measures aim to prevent, mitigate, and manage cyber threats, data leakage, and system disruptions effectively. The plan will be embedded into day-to-day operations (BAU) across all functions, supported by clear KPIs and reporting cycles to enable ongoing performance monitoring. Continuous improvement will be driven through the PDCA cycle to ensure controls remain consistent, auditable, and fit-for-purposesupporting resilient and sustainable business growth.

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	Not Started	In Progress
The company has developed a clear,documented IT security policy and guidelines,which have been approved	In Progress	Success	Success	Not Started	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
by the Board of Directors.					
Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies	In Progress	In Progress	Success	Not Started	Not Started
All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.	In Progress	In Progress	Success	Not Started	Not Started
Conduct cybersecurity penetration testing at least once every three years.	In Progress	In Progress	Success	-	not started

Progress description

- During the first six months of 2026, the Company commenced a comprehensive review of its information security governance framework, including existing policies, procedures, and control measures, to ensure continued alignment with business growth, evolving technology, and increasing information security and cybersecurity risks.
- The Company is currently consolidating, updating, and strengthening its existing policies and practices into a more structured and consistent organization-wide governance framework. The review covers key areas including roles and responsibilities, access management, system change management, third-party and vendor oversight, information security incident management, as well as monitoring and reporting mechanisms.
- The revised policies and related guidelines are expected to be submitted to the Board of Directors for consideration and approval in Q3 or Q4 2026. Following approval, the Company will proceed with organization-wide communication and implementation to further strengthen information security, business continuity, and the effectiveness of information risk management.

Strategic Initiative

Strategic Initiative 1 : Develop and implement an organization-wide Information Security policy and procedures, and systematically integrate them into relevant operational workflows.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and/or establish information security policies and procedures covering key processes; define policy owners and responsibilities, including clear governance and approval workflows.	• The Company has existing information security policies and practices in place across various parts of the organization and is currently undertaking a comprehensive review, consolidation, and update to establish a more structured and organization-wide Information Security policy and procedural framework. • The review covers governance scope, roles and responsibilities of relevant functions and personnel, and key information security processes, with the objective of systematically integrating the updated requirements into relevant operational workflows across the organization.

Year	Expected Outcomes	Actual Result
		The revised policies and procedures are expected to be submitted to the Board of Directors for consideration and approval in Q3 or Q4 2026, followed by organization-wide communication and implementation.

Strategic Initiative 2 : Assess cyber security risks and strengthen controls based on prioritization to enhance prevention, detection, and incident response readiness.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish a baseline cyber risk assessment and prioritization approach, and develop a 1–3 year control uplift roadmap aligned with key risk areas.	• The Company is reviewing and assessing cybersecurity risks in parallel with the enhancement of its Information Security policy and governance framework. The review covers critical systems and information supporting business operations, relevant cyber threats and risk exposures, as well as existing control measures, to establish a basis for prioritizing key risks and areas requiring further enhancement. • The Company is also developing a more structured Risk Baseline and Prioritization framework and defining risk-based control enhancement measures, with particular focus on prevention, detection, and incident response readiness. The outcome will support the development and prioritization of subsequent cybersecurity improvement actions.

Strategic Initiative 3 : Strengthen Information Security awareness and culture across all target groups to promote consistent secure behaviors and reduce human-related security risks.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop role-based training materials and practical guidance tailored to target groups (e.g., new hires, existing employees, high-risk functions) and maintain documented evidence of participation and acknowledgment.	• The Company is preparing an Information Security awareness and communication approach aligned with the revised policies and procedures. The planned framework will define appropriate target groups and tailored content based on risk exposure and job responsibilities, including new employees, existing employees, and functions or personnel with access to critical information and systems. • Following Board approval of the revised policies and procedures, the Company plans to roll out structured awareness communications and training activities across the relevant target groups, together with systematic participation records and follow-up mechanisms. These initiatives are intended to promote consistent secure behaviors and reduce human-related information security risks.

Strategic Initiative 4 : Test and enhance incident response readiness for information security/cyber events to ensure timely, structured, and well-coordinated response and recovery.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop an Incident Response Plan and internal communication/coordination procedures; define roles and responsibilities, contact channels, and clear escalation pathways.	• The Company has existing practices for responding to information technology and information security incidents and is currently reviewing and strengthening these practices as part of the revised Information Security governance framework. The objective is to establish a clearer and more consistent organization-wide approach to incident response. started • The review covers incident classification and severity levels, roles and responsibilities, notification and coordination procedures, escalation protocols, as well as containment, recovery, and post-incident follow-up requirements. • Following approval of the revised framework and procedures, the Company plans to conduct readiness testing to assess the effectiveness of incident coordination, response timelines, and areas for further improvement.

Strategic Initiative 5 : Strengthen the organization's information security/cyber risk management and governance to ensure controls are consistent, auditable, and aligned with organizational direction.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish an Information Security/Cyber Risk Register and define a reporting framework; set baseline assessment criteria and initial KPIs/KRIs, including clear accountable owners.	• The Company is strengthening its information security and cyber risk management and governance framework in parallel with the ongoing review and enhancement of related policies and procedures. The objective is to establish a more systematic linkage among identified risks, control measures, and accountability across relevant functions. • The Company is developing an approach for establishing an Information Security/Cyber Risk Register, including the designation of Risk Owners and Control Owners and the prioritization of control improvement areas. Appropriate Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) will also be developed to support ongoing monitoring, reporting, and governance oversight. • These activities will be integrated with the revised Information Security governance framework and will provide a foundation for a more structured risk monitoring and reporting process aligned with the Company's strategic direction and risk appetite.

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

Preparing a greenhouse gas (GHG) inventory is a key mechanism for strengthening the Company’s climate management in a systematic manner. It enables the Company to establish emissions data that are accurate, complete, verifiable, and comparable in line with relevant standardssupporting target-setting, emissions reduction planning, and ongoing performance tracking.

Accordingly, the Company is enhancing its data system and data governance framework, covering the definition of the reporting boundary, the assignment of Data Owners, standardized collection and retention of activity data and supporting evidence, and robust data quality review processes to ensure reliability and traceability.

This approach will strengthen the Company’s readiness for sustainability reporting and stakeholder disclosures, while improving transparency and data credibility to support resilient and sustainable long-term growth.

Targets

Strengthen the Company’s greenhouse gas (GHG) inventory to be accurate, complete, verifiable, and standardized across the organization by appointing an Executive Sponsor to provide strategic direction, policy oversight, and resources, and a Project Lead to manage delivery, data collection, and progress tracking in a structured manner.

The Company will enhance data governance by defining the reporting boundary, setting standards for data collection and evidence management, and assigning Data Owners across relevant functions to ensure activity data and supporting evidence are consistent, sufficient, and traceable. Coverage will include Scope 1–2 and material Scope 3 categories, as appropriate, and establish a base year to support target-setting and ongoing emissions reduction performance tracking.

The expected outcome is improved data readiness for reporting and stakeholder disclosures, and strengthened credibility, transparency, and consistency of climate-related information to support sustainable long-term growth.

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	In Progress

Progress description

- The Company is progressing with the development of its Scope 1 and Scope 2 greenhouse gas inventory. Activity data and supporting evidence are being collected from relevant functions and operating locations within the defined reporting boundary to establish the data foundation for calculating the Company’s 2026 greenhouse gas emissions.
- In parallel, the Company is strengthening its GHG data management process by defining data sources, responsibilities, and data quality review procedures to improve completeness, accuracy, consistency, and traceability across the organization.
- Following completion of data collection and quality review, the Company will proceed with the preparation of its Scope 1 and Scope 2 GHG Inventory in accordance with applicable methodologies and standards, as a foundation for subsequent verification and disclosure.

Strategic Initiative

Strategic Initiative 1 : Define the reporting boundary and establish standardized data and evidence requirements, while appointing Data Owners to ensure a consistent, organization-wide approach to the GHG Inventory.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Define the reporting boundary and methodology; appoint Data Owners and clarify responsibilities across relevant functions; establish a working team and a data governance framework, including reporting and approval cycles.	• The Company is progressing with the definition of its GHG reporting boundary, covering Scope 1 and Scope 2 emissions, and has commenced the collection of activity data and supporting evidence from relevant functions and operating locations for the 2026 Base Year. • In parallel, the Company has developed and submitted to management a proposed data structure and data collection framework for consideration. Detailed data sources, evidence requirements, roles and responsibilities, including the formal designation of Data Owners, are currently being established to support a consistent and auditable organization-wide GHG Inventory process.

Strategic Initiative 2 : Establish a standardized database for GHG emissions activity data and supporting evidence, and define the base year to enable a consistent GHG Inventory and ongoing performance tracking.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Design the data structure and define a standard evidence list; collect and consolidate 2569 data to set the base year, ensuring the dataset and supporting evidence are complete within the defined scope.	• The Company has developed a proposal for establishing a structured data management framework to support the preparation of its greenhouse gas inventory and has submitted the proposal to management for consideration. The proposal covers the proposed data structure, evidence requirements, data collection scope, and key processes required to support Scope 1 and Scope 2 GHG accounting. • Following management approval, the Company will proceed with defining detailed data sources, responsibilities, evidence requirements, and data quality review processes, with the objective of systematically collecting 2026 activity data and establishing the foundation for the Company's Base Year and subsequent GHG Inventory.

Strategic Initiative 3 : Continuously strengthen GHG inventory data quality and process standardization to ensure emissions data are accurate, complete, auditable, and ready for assurance/verification, as appropriate.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish standardized data quality check criteria and procedures, including defined quality controls, reviewers, and review cycles; build assurance readiness by preparing required	• 2026 has been designated as the Company's Base Year for the development of its greenhouse gas inventory. The Company is therefore currently collecting the relevant

Year	Expected Outcomes	Actual Result
	supporting evidence in line with defined requirements.	activity data and supporting evidence for Scope 1 and Scope 2 emissions throughout the full reporting year. • The formal Data Quality Review, assessment of data completeness and consistency, and assurance/verification readiness activities will be undertaken following the completion of the 2026 reporting cycle. This will enable the Company to review the full-year dataset and organize supporting evidence in a systematic and auditable manner.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/KLINIQ0_JUMP%2B_Plan_Year_2026-2028_EN.pdf