Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

Maguro Group Public Company Limited

(MAGURO)

at 30 June 2026

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Maguro Group Public Company Limited

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Agro & Food Industry

CG Report :

SET ESG Ratings: **-**

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

Business Type

The Company engages in a restaurant business, offering food and beverages across the Premium - Mass range, under the brands "MAGURO", "SSAMTHING TOGETHER",?HITORI SHABU?& HITORI SUKIYAKI? ?TONKATSU AOKI? and ?COUCOU? ?BINCHO? and ?KIWAMIYA?. In addition, the Company also provides delivery and catering services.

Financial Statement

Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	1,988.94	1,378.23	1,045.81	N/A
Expenses	1,761.28	1,225.49	935.91	N/A
Net Profit	148.50	96.64	72.48	N/A
Balance Sheet (MB)				
Assets	1,784.90	1,391.94	814.36	N/A
Liabilities	1,053.31	739.33	547.29	N/A
Shareholders' Equity	731.59	652.62	267.07	N/A
Cash Flow (MB)				
Operating	406.21	268.58	179.39	N/A
Investing	-171.41	-318.79	-125.99	N/A
Financing	-190.06	211.32	-157.23	N/A
Financial Ratio				
EPS (Baht)	1.18	0.82	0.69	N/A
GP Margin (%)	47.59	45.87	45.17	N/A
NP Margin (%)	7.47	7.01	6.93	N/A
D/E Ratio (Times)	1.44	1.13	2.05	N/A
ROE (%)	21.46	21.02	27.14	N/A
ROA (%)	14.41	13.93	13.49	N/A

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	**373.60** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Operate business under strategic planning and efficient management to achieve long-term sustainable growth.	✓		

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
2. Decarbonization

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Data	
	2028	2025	6M/2026
Net Profit (Million Baht)	373.60	148.50	73.8

The Company aims to become a leading premium restaurant operator, achieving strong and sustainable growth through a diversified portfolio of distinctive brands. The Company places strong emphasis on high-quality ingredients, consistent service standards, and delivering unique dining experiences across each brand within its portfolio. The Company continuously develops and enhances its restaurant concepts, menus, and customer experiences in order to strengthen long-term customer engagement. At the same time, the Company pursues strategic expansion in high-potential locations to reinforce brand strength and enhance its competitive capabilities. In parallel, the Company prioritizes talent development, fosters a strong organizational culture, and proactively adapts to changes within the industry. Through these initiatives, the Company strives to drive sustainable growth and create long-term value for shareholders, customers, and all stakeholders.

Growth plan/Increase business value

Strategic Plan : Operate business under strategic planning and efficient management to achieve long-term sustainable growth.

1. Operate the business under strategic planning and efficient management to achieve sustainable long-term growth.
2. Strategically develop and manage the restaurant brand portfolio to strengthen each brand and enhance competitiveness.
3. Continuously enhance food quality, raw materials, and service standards to create a distinct experience and maximum customer satisfaction.
4. Expand branches in high-potential locations while developing store concepts and business models to align with changing consumer behavior.
5. Develop personnel potential and a strong organizational culture to support business growth and create long-term sustainability.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Data	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	30.00	30.00	20.00	44.31	32.0

Strategic Initiative

Strategic Initiative : Plan for long-term sustainable growth

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• Sales are expected to grow by approximately 30% to 2,575 million Baht • Achieving substantial revenue growth through the expansion of 15 branches, the company anticipates total revenue to increase by approximately 30% from the previous year, reaching approximately 2,575 million baht. This growth is driven by the opening of new branches in strategic locations and the reinforcement of the core brand in the premium market. • Establishing the foundational organizational system structure through ERP system transformation. The enhancement of the ERP system will improve data management efficiency, cost control, and operational performance analysis to accommodate the rapid expansion of the branch network. • Elevate operational standards to accommodate quantitative growth, develop operational processes, supply chain, and service standards, so that all branches can grow under the same standards and maintain the group's premium image.	• In the first half of 2026, the Company recorded sales and service revenue of THB 1,138.6 million, representing 32.0% YoY growth, in line with its annual revenue growth target of approximately 30%. • The Company opened 5 new branches during the first half of 2026, comprising 1 KIWAMIYA, 2 HITORI SHABU, 1 BINCHO, and the first branch of the newly launched IPPE KOPPE brand. As a result, the total number of branches reached 58 at the end of Q2/2026, with further expansion planned for the second half of the year. • The Company continued to enhance its systems and organizational infrastructure to support business growth, with a focus on improving data management, cost control, and branch performance monitoring. • The Company continued to strengthen operating standards, supply chain management, and service quality, while closely monitoring branch efficiency, raw material costs, and workforce planning to support network expansion and maintain consistent operating standards.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

This initiative aims to establish a strong corporate governance framework to prevent and combat corruption in all forms. The Company will develop, review, monitor, and evaluate compliance with internal policies and procedures on a regular basis, at least once annually, while promoting and cultivating a culture of integrity among employees at all levels. In addition, the Company will drive its participation in the Thai Private Sector Collective Action Against Corruption (CAC) to reaffirm its commitment to conducting business with ethics, transparency, and accountability. This initiative will enhance confidence among shareholders, investors, and stakeholders, while supporting the Company’s sustainable growth in the long term.

Targets

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	Success	Success	In Progress	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	In Progress	Success	Success	In Progress	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Success	Success	Success	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	In the process of applying for certification.	Certified	Certified	Signatory	In the process of applying for certification.
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	-	Success

Strategic Initiative

Strategic Initiative 1 : Development of the Policy, Risk Management, and Compliance Governance Framework in alignment with the principles of the Collective Action Against Corruption (CAC).

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The Company will develop and enhance its anti-corruption policies and procedures in alignment with the principles of the Thai Private Sector Collective Action Against Corruption (CAC). These policies will cover key areas including gift and hospitality, donations and sponsorships, procurement processes, and the management of conflicts of interest. The policies will be submitted for approval by the Board of Directors and subsequently communicated across the organization to ensure that employees at all levels are aware of and understand the relevant guidelines and expected standards of conduct.	• The Company has developed and updated its anti-corruption policies and practices in alignment with the criteria of the Thai Private Sector Collective Action Against Corruption (CAC). These policies cover key areas, including giving and receiving gifts, donations and sponsorships, procurement, and the management of conflicts of interest.

Strategic Initiative 2 : Risk Assessment and Strengthening of Internal Control

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The Company will conduct corruption risk assessments across key operational processes, including procurement, vendor selection and management, as well as human resource management, in order to identify potential risk points that may lead to corruption or bribery. Based on the assessment results, appropriate internal control measures and preventive mechanisms will be developed and implemented in alignment with the level of risk associated with each process.	• The Company has conducted fraud and corruption risk assessments for key operational processes, including procurement, supplier selection and management, and human resource management, to identify and assess potential risks of fraud or bribery. The Company has also established work instructions and process flows (WI/Flow) to strengthen controls and mitigate risks within each process.

Strategic Initiative 3 : Integrity Culture and Stakeholder Engagement

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The Company will communicate its ethics and anti-corruption policies and guidelines to employees at all levels to promote awareness and a clear understanding of transparent business practices. Introductory training on corruption prevention and anti-bribery practices will also be provided. In addition, the Company will begin developing secure and confidential whistleblowing channels to enable employees and stakeholders to report information or concerns appropriately.	• The Company has communicated its anti-corruption policies and practices to employees at all levels through internal communication channels, including the LINE Official Account (LINE OA) and the Company’s internal website. Anti-corruption content has also been incorporated into the new employee orientation program to promote awareness, understanding, and transparent business practices. • The Company has introduced LINE OA as an additional whistleblowing channel, supplementing the existing channels of website, postal mail, and email. This provides employees and stakeholders with greater convenience and accessibility to report concerns, information, or suspected misconduct.

Enhancing whistleblowing mechanisms

This initiative aims to enhance the effectiveness, transparency, and reliability of the Company's internal whistleblowing system, while ensuring appropriate protection for whistleblowers from retaliation or adverse consequences. The Company will develop and improve multiple whistleblowing channels that are secure, accessible, and capable of maintaining the confidentiality of reporters. This is intended to build confidence among employees and stakeholders that they can safely report misconduct or suspected wrongdoing, such as corruption, misuse of insider information, or behaviors that violate the Company's Code of Conduct.

In addition, the initiative seeks to promote a corporate culture that does not ignore or tolerate unethical behavior, while encouraging employees and stakeholders to actively participate in raising concerns or reporting irregularities through appropriate channels. This approach will enable the Company to promptly identify, investigate, and address issues before they escalate and potentially cause significant impact to the organization.

Targets

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a whistleblowing policy and procedures for reporting misconduct.	Success	Success	Success	In Progress	Success
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	-	-	-	Complete	Success
Appointment of an impartial recipient for whistleblowing reports.	-	-	-	Complete	Success
All complaints are thoroughly investigated,and outcomes are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.	-	-	-	Complete	Success
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	Success	Success	Success	In Progress	Success
Enhance and develop whistleblowing channels for employees within the organization to ensure they are easily accessible, efficient, and user-friendly, thereby encouraging employees to conveniently and appropriately report any misconduct or inappropriate behavior.	In Progress	Success	Success	-	Success

Strategic Initiative

Strategic Initiative 1 : Whistleblower Protection & Governance

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The Company will review its whistleblowing policies and procedures, including measures to protect whistleblowers from retaliation, harassment, or unfair disciplinary actions. In addition, a clear governance structure and responsible parties will be established to ensure proper handling and review of reported complaints.	• The Company has reviewed and enhanced its whistleblowing policy and related procedures, including measures to protect whistleblowers from harassment, retaliation, or unfair disciplinary actions. The Company has also established a clear governance structure, designated responsible personnel, and defined procedures for handling and reviewing complaints. The policy has been formally announced and communicated to employees to ensure their awareness and compliance.

Strategic Initiative 2 : Awareness & Trust Building

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The Company will communicate its whistleblowing policy and reporting channels to employees and stakeholders through training sessions, internal communications, and various communication platforms, in order to enhance understanding of the whistleblowing process and the rights to protection afforded to whistleblowers.	• The Company communicates its whistleblowing policy, related procedures, and reporting channels to employees and relevant stakeholders through various communication channels, including new employee orientation, the Company's LINE Official Account (LINE OA), and internal website, with the aim of promoting awareness, understanding, and appropriate access to whistleblowing channels.

Governance of Risk and Management Compliance

Enhancing governance of information security

The Company recognizes the importance of information technology security governance and has therefore established an Information Security Governance Enhancement Plan to strengthen the management and protection of its information systems. This plan aims to establish appropriate standards for controlling access to and usage of the Company's information systems, in accordance with the type of data, level of importance, and classification of data confidentiality. It also includes the definition of access privileges, access duration, and authorized access channels. In addition, the Company has implemented measures to prevent unauthorized intrusion through network systems, as well as safeguards against malicious or unauthorized software that could potentially damage the Company's systems and data. These measures are intended to enhance the security and protection of the Company's information assets and information systems.

Targets

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for information security governance.	-	-	-	Complete	Success
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.	-	-	-	Complete	Success
Conduct cybersecurity penetration testing at least once every three years.	In Progress	Complete	Complete	-	In progress for 2026

Strategic Initiative

Strategic Initiative : Information Security Framework Development

Status ● Caution

Year	Expected Outcomes	Actual Data
2026	• The Company will review its information security governance policies and procedures for the newly implemented ERP and POS systems, including establishing Role-Based Access Control (RBAC) to ensure appropriate access permissions based on job responsibilities. In addition, the Company will review the System Architecture and Data Flow Diagrams to analyze the system structure and identify potential risk points that may arise from the use of these systems. • The Company will conduct a preliminary Vulnerability Assessment to identify potential security vulnerabilities in the systems prior to performing Penetration Testing (Pen Test). The objective is to establish appropriate information security control standards and identify key risk areas to guide system improvements in subsequent phases.	• The Company is currently upgrading its ERP and POS systems. As an initial step, access rights have been defined based on roles and responsibilities (Role-Based Access Control), and the System Architecture and Data Flow Diagram have been reviewed. However, as the implementation has been delayed, the Company plans to review and update access rights again after the new systems are implemented to ensure alignment with the systems and operational processes. • The Company plans to engage an external cybersecurity expert to conduct a Penetration Test in Q4 2026 to assess potential vulnerabilities and strengthen the security of its information systems.

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 : https://www.maguro.co.th/en/sustainability/environmental

The Company has prepared its Greenhouse Gas Inventory by defining the initial assessment boundary to cover a standalone area (The Flavorhood project). This serves as the baseline year for calculating and monitoring the Company's greenhouse gas emission reduction performance in the subsequent periods.

Targets

Title	Target			Actual Data
	2026	2027	2028	6M/2026
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success	In Progress

Decarbonization

The Company has established a Greenhouse Gas Management policy with clear and practical measures to support efforts in addressing climate change at both national and international levels. The Company aims to reduce its greenhouse gas emissions by no less than 5% per year over a four-year period (2026–2029), or at least 20% in total by 2029, compared with the 2025 baseline year. This target aligns with Thailand's commitment to achieving Carbon Neutrality by 2050 and Net Zero Greenhouse Gas Emissions by 2065. In addition, the Company plans to enhance energy efficiency while increasing the use of renewable energy. In particular, the Company will implement a Solar Rooftop System at The Flavorhood project to reduce electricity consumption from the main grid, lower energy costs, and decrease greenhouse gas emissions associated with electricity usage, thereby supporting the Company's long-term sustainable business operations.

Targets

Title	GHG emissions in the base year (tCO_2e)	Target for reducing GHG emissions compared with the base year (tCO_2e)			Actual Greenhouse Gas Emission (tCO_2e)
	2025	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	490	5%	10%	15%	อยู่ระหว่างการวัดผล / Measurement in progress

Strategic Initiative

Strategic Initiative : Installation of Solar Rooftop System at The Flavorhood Project to Increase the Use of Renewable Energy and Reduce Greenhouse Gas Emissions from Electricity Consumption

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The Company collaborates with a solar energy solution provider to design and install a Solar Rooftop system on buildings within The Flavorhood project, which serves as the Companys pilot project for renewable energy utilization • The solar power generation system will be installed and tested to support electricity consumption within the project area and reduce reliance on electricity supplied from the external grid. • The Company will begin collecting data on electricity generation and energy consumption within the project to establish a baseline for monitoring and evaluating energy performance.	• The Company has implemented a Solar Rooftop Project at The Flavorhood, in collaboration with a solar energy service provider. The project covered site surveys and assessments, system design, contract review, and installation. The installation was completed on 9 June 2026, and the system commenced operation on 10 June 2026. • The system currently generates an average of approximately 660 kilowatt-hours (kWh) of electricity per day, partially replacing electricity supplied by the grid. The Company will periodically monitor and assess the system's performance and its contribution to the Company's overall energy efficiency.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/MAGURO0_JUMP%2B_Plan_Year_2026-2028_EN.pdf