



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



Medeze Group Public Company Limited

(MEDEZE)

at 30 June 2026

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Medeze Group Public Company Limited

sSET	CG Report :
Services / Health Care Services	SET ESG Ratings: -
	Anti-Corruption Certification (CAC): Yes

Business Type

The company provides services in the analysis, isolation, cultivation, and storage of stem cells, as well as NK cells potency testing.

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	817.43	897.22	713.31	N/A
Expenses	557.32	510.14	402.91	N/A
Net Profit	196.38	338.74	239.57	N/A
Balance Sheet (MB)				
Assets	3,478.12	3,429.04	1,019.21	N/A
Liabilities	565.02	506.18	444.22	N/A
Shareholders' Equity	2,913.11	2,922.86	574.99	N/A
Cash Flow (MB)				
Operating	167.23	326.84	347.90	N/A
Investing	410.72	-1,671.12	-510.61	N/A
Financing	-180.63	2,001.98	-101.59	N/A
Financial Ratio				
EPS (Baht)	0.18	0.39	0.44	N/A
GP Margin (%)	73.60	78.18	78.40	N/A
NP Margin (%)	24.02	37.75	33.58	N/A
D/E Ratio (Times)	0.19	0.17	0.77	N/A
ROE (%)	6.73	19.37	41.66	N/A
ROA (%)	7.26	17.40	30.45	N/A

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	696.00 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Leader of the longevity health revolution to elevate the quality of life and well-being for people of all ages.			
Governance Plan			
1. Increasing the diversity of the board of directors			
2. Enhancing anti-corruption and fraud prevention efforts			
3. Incorporating ESG performance metrics into long-term incentive plans for executives			
4. Strengthening emerging risk oversight practices			

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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)	696.00	196.38	74.55

Aiming to become a leader in the Longevity Revolution and a Future Health Economy Hub through the development of a comprehensive Biopharma Business Ecosystem that transforms core scientific expertise into commercial businesses generating revenue and sustainably expanding the health ecosystem (Core Business), thereby achieving exponential growth with a net profit target of 696 million baht by 2028.

Progress description

The Company was certified as the sole legal Cell Bank in Thailand in Q2 2026. This certification aims to build confidence in every step of service provision and medical production processes, in accordance with Good Manufacturing Practice (GMP) standards, as a "leader in medical innovation." This will directly impact customer confidence, increase customer purchase decisions, and expand market share both domestically and internationally. Furthermore, the Company has expanded its revenue base into international markets through a franchise in the Philippines, a market with high growth potential and a demand for specialized medical services. Revenue from this venture was recognized in Q2 2026.

Growth plan/Increase business value

Strategic Plan : Leader of the longevity health revolution to elevate the quality of life and well-being for people of all ages.

MEDEZE aims to become a leader in the longevity health revolution, enhancing the quality of life and well-being for people of all ages (Lead the Longevity Revolution for Healthy Aging and Wellbeing). This is achieved by establishing a comprehensive health ecosystem (Health Ecosystem) that integrates scientific knowledge (Core Science) with practical business operations (Core Business) to continuously generate health and economic value. This is driven by three strategic pillars: Regulatory Leadership, Bio Longevity, and Health Economy. Key initiatives include three projects: the expansion of the global health network through a franchise model (Franchise), the Future Therapy Innovation Leader project (ATMPs), and the Biopharmaceutical Ecosystem Creation project (Culture Media). These initiatives establish a dual revenue model (Dual Revenue Model) and a robust barrier to entry (Barrier to Entry) that is challenging to replicate, thereby propelling MEDEZE towards becoming a leader in Asia's Health Economy.

Targets

• Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	25	25	85	-8.89	-16.55
Net Profit Growth (%) YoY Growth Rate	76	25	85	-42.03	-42.40
Net Profit Margin (%)	30	30	30	24.02	20.67

Progress description

1. Upgrading medical infrastructure to build maximum confidence for service users, focusing on 2 standards. main ones are:

1.1) Receiving certification for Cell Bank standards by the Department of Medical Sciences, the only legal entity in Thailand, with the company having received certification approval in Q2 2026.

1.2) Good Manufacturing Practice (GMP) standards that focus on safety in all service steps and production processes medical, to reinforce the image of the highest level of safety. Receiving these certifications will help transform the Group's image from a general service provider to an "innovation leader in medicine," which will directly impact customer confidence and increase customer purchase decisions, as well as market share, both domestically and internationally.
2. Expanding revenue base to international markets. In Q2 2026, the Group successfully launched a new market, namely the Philippines, a market with high growth potential and specialized medical needs.
3. Commitment to conducting drug research studies on the treatment of osteoarthritis and delaying age-related facial skin degeneration, in order to drug registration using stem cells from their own fat, which will be a growing customer group in the future if the Group Successfully registered drugs

Strategic Initiative

Strategy to lead the longevity revolution for healthy aging and wellbeing of people of all ages (Lead the Longevity Revolution for Healthy Aging and Wellbeing), driven by 3 key strategic initiatives (Strategic Initiatives), which have clear supporting business models to drive growth in each pillar, as follows:

Strategic Initiative 1 : 1. Global Health Network Expansion Project through Representative Networks

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Franchise Expansion in Mongolia	• The agreement has been successfully signed • The project is currently under construction • The company has billed the consulting fee in the first quarter of 2026 (B.E. 2569)

Strategic Initiative 2 : 2. Future Therapeutic Innovation Leadership Project

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	Certified in accordance with GMP standards and registered for the treatment of two conditions: osteoarthritis and age-related skin degeneration.	The Sandbox (Clinical Trial) application for knee and facial skin has been successfully submitted by Q2/2026.

Strategic Initiative 3 : 3. Establishing a Biopharmaceutical Ecosystem Project

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	Develop a land acquisition plan, construct facilities, design operational systems, conduct inspections, and assess readiness prior to project implementation.	The Company has completed the registration of a joint venture company with the Department of Business Development, Ministry of Commerce, on August 7, 2026, to conduct business related to the production of cell culture media (culture media) within Thailand, as well as warehouse management to support the operation of cell culture media production in Thailand and for the export of products to be sold abroad.

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Increasing the diversity of the board of directors

The company is committed to promoting board diversity, which is a crucial component in operating sustainable development under good corporate governance. A diverse board, encompassing gender, age, ethnicity, religion, culture, abilities, experience, skills, and tenure, will facilitate improved decision-making, drive better oversight of sustainability risks and opportunities, and enhance stakeholder trust.

Targets

The company promotes gender equality and the role of women in business and the economy to create an organization of equality for all genders, with the goal of promoting female representation on the board of directors to at least 30%.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028.	-	-	-	Complete	Success
-	Success	Success	Success	-	Success

Remark : Currently, the proportion of female directors on the board exceeds 30%.

Progress description

The proportion of female directors is in line with the set target.

Strategic Initiative

Review recruitment policies to enhance diversity in gender, age, skills, and experience, utilizing a Board Skill Matrix under the principles of DEI (Diversity, Equity, Inclusion) and human rights.

Strategic Initiative : Improving the diversity of the board and development of female leaders under the DEI and human rights policy

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Refining the recruitment and appointment policies to cover the diversity criteria. - Establishing the Board Skill Matrix to assess the composition and the gap between the company board. - Establishing the plan for developing the performance of female leaders (Woman Leadership Program) under the DEI and human rights policy. - Disclosing and reporting progress through mediums of the company, e.g. annual reports, sustainability reports and websites.	- Gender diversity of directors - Knowledge of the board of directors - Independence of directors

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The company is committed to elevating the organization's integrity, transparency, and accountability through business operations based on a strict zero-tolerance principle towards fraud and corruption. This is achieved by developing and enforcing anti-fraud and anti-corruption policies and practices that cover all business processes, as well as extending oversight to critical Tier 1 partners in the supply chain to ensure they have standardized anti-corruption systems and continuous performance monitoring and evaluation.

Targets

The company promotes the establishment of an organizational culture against corruption throughout the business value chain, alongside fostering participation from employees, partners, and relevant stakeholders. The objective is to obtain CAC certification from the Thai Institute of Directors Association (Thai IOD) by 2026. Furthermore, the company mandates that critical Tier 1 partners, who conduct direct business with the company, implement anti-corruption policies, including monitoring and evaluating the compliance of 50% of these partners with their policies by 2028.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	In Progress	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	In Progress	Success	Not Started	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	Certified	Signatory	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	Success	-	In progress

Progress description

Completion has been achieved as planned. The designation of critical Tier 1 business partners conducting direct business with the company has been finalized, and monitoring is currently underway to ensure adherence to the stipulated policy.

Strategic Initiative

Review, revise, and enforce anti-corruption policies to cover all business processes, while strengthening an organizational culture of transparency through continuous communication and employee training. This will be coupled with the development of a system for evaluating and monitoring critical Tier 1 partners to ensure their operations adhere to ethical principles and anti-corruption standards, thereby elevating the organization to international standards of excellent governance.

Strategic Initiative 1 : Fostering a Culture of Transparency in line with Good Governance Principles

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Review and revise policies and operational guidelines on anti-corruption and anti-bribery in line with disclosure standards and assessment criteria at both national and international levels. - Propose reviewed and revised policies to the Board of Directors for approval. - Announce the approved policies by the Board of Directors and communicate them to employees at all levels. - Establish and design procedures for communication and training for employees at all levels, including relevant stakeholders. - Obtain CAC (Collective Action Coalition Against Corruption) certification and communicate the organization’s commitment to employees at all levels. - Disclose and report progress through organizational communication channels, such as the annual report, sustainability report, or the company website	The anti-corruption and bribery policy and guidelines have been reviewed, revised, proposed, and announced, and have received CAC certification and been communicated to employees. Currently, the process for monitoring and evaluating performance, covering relevant stakeholders, is being planned and designed. Furthermore, progress will be disclosed and reported through various organizational channels such as annual reports, sustainability reports, or the website.

Strategic Initiative 2 : Supplier Capacity Building and Development

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Review and Enhance Supplier Code of Conduct: to align with national and international disclosure and assessment standards. - Develop Supplier Sourcing, Selection, and Evaluation Framework: enhance the framework for effective procurement and performance assessment. - Policy Communication and Acknowledgment: communicate updated policies to suppliers and facilitate formal sign-off on changes.	- The Partner Code of Conduct policy has been reviewed and revised. - Partners have signed acknowledgement of the Partner Code of Conduct policy, representing 50%. - Currently implementing the addition of partner self-assessment forms and ensuring annual follow-ups, once a year.

Year	Expected Outcomes	Actual Result
	- Target: 70% Supplier Policy Acknowledgment: achieve a 70% sign-off rate for the Supplier Code of Conduct among active partners. - Transparency and Disclosure: disclose and report progress through corporate channels, including Annual Reports, Sustainability Reports (SR), or the official website.	

Governance of Risk and Management Compliance

Incorporating ESG performance metrics into long-term incentive plans for executives

The company aims to enhance its executive compensation management system to be transparent, fair, and in line with good corporate governance principles. This is achieved by integrating environmental, social, and governance (ESG) dimensions into performance evaluations, setting clear and measurable key performance indicators (KPIs) for both short-term and long-term results, and establishing a clawback provision for breaches of contract or inappropriate conduct. This approach is designed to create incentives for truly driving the organization towards sustainability.

Targets

The company promotes sustainable and responsible business operations, which are linked to good long-term executive compensation, reflecting sustainability achievements, including a clawback provision in case of agreement violations. The goal is to define long-term executive compensation by linking it to ESG performance and incorporating a clawback provision into the policy.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a long-term incentive scheme for executives that is linked to ESG performance.	In Progress	In Progress	Success	Not Started	In Progress
At least two ESG-related KPIs with assigned weightings are used in senior executive performance evaluations,linked to long-term outcomes.	In Progress	In Progress	Success	Not Started	In Progress
By 2028,the company shall define and publicly disclose clear and comprehensive information regarding the executive compensation structure,the ratio of short-term to long-term compensation,performance evaluation criteria,and the rationale behind compensation decisions,all of which must be approved by the Board of Directors.	In Progress	In Progress	Success	Not Started	In Progress
Establish a Clawback Provision within the company's compensation policy.	In Progress	In Progress	Success	-	In progress

Progress description

Currently in the process of defining at least two sustainability indicators (ESG-related KPIs) and establishing clawback provisions.

Strategic Initiative

Review and design a new executive compensation structure linked to ESG performance, by identifying key indicators and evaluation weights, and propose it to the Board of Directors for approval and communication to employees at all levels for understanding, alongside establishing a clawback provision process to sustainably enhance transparency and accountability in the organization's compensation management system.

Strategic Initiative 1 : Establishing Executive Compensation Structures Linked to ESG Performance

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Current Compensation Review and Gap Analysis: conduct a comprehensive review of the existing compensation structure to identify gaps and define a framework for the new compensation model. • Strategic Design and Approval Planning: develop and design a concrete compensation structure for formal approval. • ESG Strategy Review and Key KPI Identification: review the corporate ESG strategy and identify at least two Key Performance Indicators (KPIs) • Establishment of ESG Weighting and Sustainability Linkage: define the scoring weights and evaluation criteria for senior executives, directly linked to the organization’s sustainability KPIs. • Proposal for Board Approval: Submit the draft evaluation process to the Board of Directors for review and official approval.	Currently being implemented as planned

Strategic Initiative 2 : Establishing and Implementing an Executive Compensation Clawback Process

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Plan and design the clawback provision mechanism. • Review and revise the remuneration policy and criteria for determining compensation. • Propose the clawback provision mechanism to the Board of Directors for consideration and approval.	Currently being implemented as planned

Strengthening emerging risk oversight practices

The company is committed to elevating its enterprise risk management to enable it to "Anticipate, Adapt, and Act" promptly in response to emerging risks. This is achieved through the development of risk management guidelines, which involve analyzing and collecting risk data from all departments to identify potential future risk factors. This information is then used to create continuously updated Risk Profiles and Risk Heat Maps, as well as to conduct Scenario Analysis and Mitigation Plans under the supervision of the Risk Management Committee, thereby ensuring that strategic decisions are accurate and flexible in response to changes in the business environment.

Targets

The company promotes the involvement of senior executives in monitoring and strategic decision-making to elevate the organization's risk management in anticipation of future changes. The objective is to establish processes for identifying, analyzing, assessing, and monitoring the impact of at least three emerging risks, along with their respective mitigation plans.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for managing emerging risks.	In Progress	In Progress	Success	Not Started	In Progress
Conduct an analysis to identify and assess a minimum of three emerging risks with potential business impact.	In Progress	In Progress	Success	Not Started	In Progress
Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans	In Progress	In Progress	Success	Not Started	In Progress
Engagement of senior management in the tracking and decision processes related to emerging risks.	In Progress	In Progress	Success	Not Started	In Progress
-	In Progress	In Progress	Success	-	In progress

Progress description

Comprehensive identification and analysis of Emerging and Profile Risk is in progress.

Strategic Initiative

Aims to strengthen the emerging risk management system (Emerging Risk) to be comprehensive and systematic, by focusing on policy formulation, management frameworks, and tools to support risk monitoring, analysis, and assessment, enabling the organization to anticipate and respond to new risk factors that may affect its strategy, operations, finances, and reputation in a timely manner.

Strategic Initiative 1 : Developing and Implementing an Emerging Risk Management Framework

Status ● On track

Year	Expected Outcomes	Actual Result
2026	Review and revise risk management policies to align with the business strategy and emerging risk trends.	Currently being implemented as planned

Year	Expected Outcomes	Actual Result
	- Establish an Emerging Risk Management Framework. - Define clear roles, responsibilities, and monitoring processes for relevant units involved in emerging risk management. - Identify and assess emerging risks (at least three items), including prioritization and risk mitigation measures.	

Strategic Initiative 2 : Development of Risk Profiles and Heat Maps for Systematic Emerging Risk Assessment and Monitoring

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Analysis of Emerging Risk Trends: Study and analyze emerging risk trends that may impact the organization, such as Climate Risk, Supply Chain Disruption, Cybersecurity, and AI Governance. - Design and Development of Risk Profile Templates: Develop a standardized Risk Profile Template to serve as a prototype for data collection, risk assessment, and Risk Rating identification. - Establishment of Risk Assessment Criteria: Define risk criteria and levels based on Severity (Impact) and Likelihood (Probability).	Currently being implemented as planned

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

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

