



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



NAT ABSOLUTE TECHNOLOGIES PUBLIC COMPANY LIMITED

(NAT)

at 30 June 2026

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A decorative graphic at the bottom of the page consisting of several overlapping, wavy, yellow and orange shapes that create a sense of movement and depth.

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NAT ABSOLUTE TECHNOLOGIES PUBLIC COMPANY LIMITED

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

Business Type

Consult, design, procure, distribute, and contract install the Information and Communication Technology System Integration

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	564.99	2,303.85	1,558.20	1,098.48
Expenses	558.39	2,093.72	1,410.64	963.27
Net Profit	3.36	168.18	117.07	107.03
Balance Sheet (MB)				
Assets	833.41	890.15	504.66	501.74
Liabilities	172.94	172.69	358.34	395.08
Shareholders' Equity	660.47	717.45	146.32	106.66
Cash Flow (MB)				
Operating	64.51	-114.56	62.07	207.45
Investing	-33.75	-2.71	5.85	-0.72
Financing	-68.75	398.26	-75.83	-69.03
Financial Ratio				
EPS (Baht)	0.01	0.53	0.86	535.00
GP Margin (%)	14.16	13.75	14.45	16.24
NP Margin (%)	0.60	7.30	7.51	9.74
D/E Ratio (Times)	0.26	0.24	2.45	3.70
ROE (%)	0.49	38.94	92.55	100.35
ROA (%)	0.77	30.13	29.32	26.95

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	60-100 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Development of Technology and Digital Platforms for the Business Sector (Technology Platform Development Strategy) and Extension of Artificial Intelligence Technology for Integration with Digital Platforms (AI Enhancement & Integration Strategy) Operated by the subsidiary, NAT X Company Limited			
Governance Plan			
1. Enhancing anti-corruption and fraud prevention efforts			
2. Enhancing the prevention of insider information			
3. Formulation of a succession plan for the CEO, executive management, and critical roles.			

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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)	60-100	3.36	-6.39

NAT aims to expand its business into the development and provision of digital platforms and technology solutions, focusing on developing ready-to-use prototype platforms and leveraging technology with Artificial Intelligence (AI) systems to enhance service efficiency and establish a sustainable competitive advantage.

Progress description

NAT is in the process of expanding its business into the development and provision of digital platforms and technology solutions. The focus is on developing prototype platforms for readiness and usability, and extending technology with Artificial Intelligence (AI) systems to enhance service efficiency and create a sustainable competitive advantage.

NAT has successfully completed the development of the aforementioned platform. However, following the initial presentation of the platform to target customer groups, NAT has incorporated various suggestions from these groups to improve the platform, enabling it to better meet their additional needs. This enhancement is scheduled for completion during the third quarter of 2026 and will subsequently be presented to the target customer groups. Furthermore, NAT is also developing AI to help conserve operational resources for target customer groups. In addition, NAT is currently negotiating collaborations with various target customer groups to commence the development of specific AI solutions to meet the needs of each individual target customer.

During the first six months of 2026, NAT experienced a decrease in sales revenue due to its focus on selling products with higher gross profit margins than in the past, as well as economic conditions and market competition. Nevertheless, NAT remains committed to offering products and business solution services, focusing on retaining existing customers and aiming to expand its new customer base. As for service revenue, it decreased due to the recognition of revenue on a project-by-project basis (Project Base), which results in inconsistent revenue recognition each period, depending on product delivery and project completion for revenue recognition in each period. This is typical for the Company's business.

NAT incurred a net loss due to increased service costs and higher operating expenses. This was to support operations in businesses related to the development of digital platforms, technology solutions, and Artificial Intelligence (AI) systems.

Growth plan/Increase business value

Strategic Plan : Development of Technology and Digital Platforms for the Business Sector (Technology Platform Development Strategy) and Extension of Artificial Intelligence Technology for Integration with Digital Platforms (AI Enhancement & Integration Strategy) Operated by the subsidiary, NAT X Company Limited

- Develop digital platforms or invest in other businesses with platforms or digital technology related to the business sector to connect data between organizations, partners, and service users, thereby enhancing operational efficiency and management, and increasing the efficiency of business services, with a secure and standardized technology infrastructure.
- Building upon the development of digital platforms by applying Artificial Intelligence (AI) and Machine Learning systems for processing, trend analysis, monitoring, and supporting strategic decision-making, including intelligent business data forecasting, to increase efficiency, reduce errors, and enhance the quality of organizational operations, while establishing technological capabilities as a long-term strength for the business.

Targets

• Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	30-50	20-30	10-20	-75.48	-39.72%
Net Profit Growth (%) YoY Growth Rate	30-50	50-80	30-50	-98.00	-289.97%

• Other Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
-	70	100	100	0	97.5
-	1	2	5	0	0
-	5-10	10-20	20-30	0	0
-	N/A	50-80	30-50	0	0
-	N/A	50-80	30-50	0	0

Strategic Initiative

Strategic Initiative : Technology and Digital Platform Development Strategy for the Business Sector, and Artificial Intelligence Enhancement and Integration into Digital Platforms (AI Enhancement & Integration Strategy).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• NAT collaborates with technology developers to design the system and data architecture (System & Data Architecture).	NAT has successfully completed the development of the platform. However, following the presentation of the platform to

Year	Expected Outcomes	Actual Result
	- NAT development of a prototype platform for testing purposes to ensure compliance with relevant standards and operational readiness. - NAT development of artificial intelligence (AI) systems to enhance the efficiency and capabilities of the platform. - NAT commencement of platform installation services and generation of commercial revenue.	target customers, the company has incorporated various suggestions from the target customers to improve the platform, in order to further meet their needs. This will be completed during the third quarter of 2026.

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Elevating good corporate governance standards and fostering a corporate culture of transparency by focusing on preventing and combating corruption in all work processes, at both policy and operational levels, leads to systematic, auditable management that aligns with good corporate governance principles, including the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC) project, to build confidence among all stakeholders.

Targets

To elevate business operational standards to be transparent, verifiable, and fair, by fostering ethical awareness among employees and management at all levels, strengthening effective internal control systems, and preventing all forms of corruption. NAT aims to participate in and be certified by the Collective Action Coalition Against Corruption (CAC), and to arrange for assessment according to ISO 37003: Fraud Control Management Systems standard, in order to develop the organization for stable and sustainable growth under good corporate governance principles.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	Success
An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	-	-	-	Complete	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	-	-	-	Complete	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Declare	In Progress	Certify	Not Started	Signatory
Evaluation of adherence to ISO 37003 standards: Fraud control management systems	In Progress	In Progress	Success	-	In Progress

Progress description

On 18 March 2026, the Company formally announced its intention to participate in the Thailand's Private Sector Collective Action Against Corruption (CAC) program. The Company is currently preparing and completing its self-assessment in accordance with the CAC certification criteria.

Strategic Initiative

Strategic Initiative 1 : Continuous review and monitoring of anti-corruption and anti-bribery policies and practices (Optional).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- NAT establishment of an Anti-Corruption and Anti-Bribery Working Committee, with clearly defined roles and responsibilities. - NAT communication of anti-corruption and anti-bribery policies and practices to employees at all levels across the organization. - NAT review and enhancement of anti-corruption and anti-bribery policies and practices to ensure alignment with the evolving business context and risk landscape. - Internal Audit to review the completeness and adequacy of anti-corruption and anti-bribery policies and practices.	NAT has established an Anti-Fraud and Anti-Corruption Working Committee with clearly defined roles and responsibilities. NAT reviews and updates its Anti-Bribery and Anti-Corruption Policy and related procedures on a quarterly basis to ensure they remain consistent with the evolving business context and risk environment. The revised policy and procedures are reviewed by the Risk Management Committee before being submitted to the Board of Directors for consideration and approval.

Strategic Initiative 2 : Obtain certification under the Collective Action Coalition Against Corruption (CAC) from the Thai Institute of Directors (Thai IOD) by 2028.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- NAT declares its intention to participate in the CAC program by February 2026. Following the declaration, the Company is granted an 18-month period to conduct a self-assessment in accordance with CAC criteria and to submit the required documentation for CAC certification to the Thai Institute of Directors (Thai IOD) (by 31 August 2027). - NAT establishment of a CAC Working Committee and designation of a Project Owner. - NAT participation of management and/or relevant working committee members in training programs in accordance with CAC requirements. - NAT communication of the Company’s commitment and implementation approach to employees at all levels. - NAT conduct of a Gap Analysis comparing the Company’s current status against the 71 CAC assessment criteria. - NAT engagement of Internal Audit to support the review of documentation in accordance with the CAC checklist.	On 18 March 2026, the Company formally declared its intention to participate in the Thailand's Private Sector Collective Action Against Corruption (CAC) program. NAT established a CAC Working Committee and designated a Project Owner to be responsible for coordinating and overseeing the implementation of the CAC program.

Strategic Initiative 3 : Conduct an assessment of compliance with ISO 37003: Fraud Control Management Systems.

Status ● Caution		
Year	Expected Outcomes	Actual Result
2026	- NAT notify Internal Audit to provide guidance for the assessment of compliance with ISO 37003. - NAT appoint a Fraud Control Management Systems Working Committee and define roles and responsibilities. - NAT conduct a Gap Analysis between the Company’s current systems and the requirements of ISO 37003, with Internal Audit providing consultation and verification of data accuracy. - NAT draft the Fraud Control Policy & Framework and submit it for approval by the Board of Directors. - NAT prepare documentation and information in accordance with ISO 37003 practices.	In progress (under preparation and implementation).

Enhancing the prevention of insider information

Developing a plan to enhance the prevention of insider information misuse by focusing on developing effective policies, control measures, and internal communication guidelines, while instilling ethical awareness and responsibility for company data among employees and management at all levels, to strengthen good corporate governance standards and transparency in business operations, with a focus on preventing insider information that may affect securities prices or business advantages from being misused or disclosed to external parties.

Targets

To establish a data management system that is secure, transparent, and adheres to good governance principles, thereby preventing the leakage or misuse of internal information that could cause damage to NAT, shareholders, or other stakeholders, as well as promoting knowledge, understanding, and strict adherence to the data confidentiality policy among employees and management, which will enhance the company's credibility and support sustainable business growth.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	Success	Success	In Progress	In Progress
A Board-approved written policy on insider information prevention has been clearly defined and implemented	-	-	-	Complete	Success
A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	In Progress	Success	Success	Not Started	In Progress
The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected,corrective	In Progress	Success	Success	Not Started	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
actions and preventive measures are clearly outlined to prevent recurrence					
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company’s stock price and investor decisions.	In Progress	Success	Success	-	In Progress

Strategic Initiative

Strategic Initiative 1 : The development of processes for monitoring, reviewing, and reporting compliance with the policy on the prevention of the use of insider information.

Status ● Caution		
Year	Expected Outcomes	Actual Result
2026	- NAT has appointed a Compliance Officer to oversee and provide guidance on the prevention of the use of insider information. - The Compliance function sends email notifications to employees at all levels to inform them of the prohibition on trading the Company’s securities during a period of one month prior to the disclosure of quarterly and annual financial statements, or from the date on which insider information becomes known, until one business day after such material information has been publicly disclosed, and maintains records as evidence of acknowledgment. - NAT has prepared a manual and guidelines on the use and prevention of the use of insider information and has disseminated them through internal communication channels (Intranet / E-learning) to ensure convenient access to the manual. - The internal auditor examines the implementation of the policy.	The Company Secretary circulates reminder emails to employees to ensure their awareness of the Company's securities trading blackout period. Employees are prohibited from trading the Company's securities during the period commencing one month prior to the public disclosure of the Company's quarterly and annual financial statements, or from the date they become aware of inside information, until one business day after such material information has been publicly disclosed.

Strategic Initiative 2 : The preparation of a list of persons related to insider information and a monitoring system (Project-Specific Insider List & Monitoring).

Status ● Caution		
Year	Expected Outcomes	Actual Result
2026	- NAT has prepared standard forms (templates) and guidelines for identifying persons related to material insider information and has announced them to employees at all levels. - NAT has commenced a pilot use of the standard forms in accordance with the guidelines for significant transactions, such as entering into commercial agreements, new investments, and	In progress (under preparation and implementation).

Year	Expected Outcomes	Actual Result
	similar matters.	

Governance of Risk and Management Compliance

Formulation of a succession plan for the CEO, executive management, and critical roles.

Development and enhancement of the Succession Planning system to be systematic, transparent, and integrated with the organization's personnel potential development plan, with a focus on establishing a database of potential successors (Successor Pool) for senior executive and key positions, thereby ensuring continuity in management and mitigating the risk of a future shortage of critical personnel.

Targets

To ensure a clear succession plan for the President, senior executives, and key positions, covering all major business lines, along with a continuously developed and assessed database of successors, thereby ensuring that the organization has leaders ready to assume positions immediately when changes occur.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a succession plan for the President & CEO,senior executives,and key position holders.	Success	Success	Success	In Progress	In Progress
Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.	-	-	-	Complete	In Progress
Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance,and specifying essential competencies for each position.	-	-	-	Complete	In Progress
Identification and assessment of high-potential employees for future key roles.	-	-	-	Complete	In Progress
Development of Individual Development Plans	-	-	-	Complete	In Progress
Monitor IDP progress and evaluate the overall effectiveness of the succession plan,ensuring key role incumbents participate in and complete essential training and skill development.	-	-	-	Complete	In Progress
Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.	Success	Success	Success	Not Started	In Progress
Engage an expert to evaluate Human Capital ROI (HCROI),measuring the financial value generated by a	In Progress	In Progress	Success	-	Not yet processed

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
company's workforce relative to investments in employee development					

Progress description

The company has reviewed and revised its succession policy, incorporating a risk assessment system and a more effective succession plan. This plan is based on the importance of Job Descriptions and Competency Models for senior management positions and all critical personnel positions. It will be reviewed and updated annually, and an assessment will be conducted to identify succession candidates. This process is currently in the individual development plan stage, including Gap Analysis, training and development for successors. Furthermore, a plan is being prepared to educate and inform employees about skill development and succession to higher positions. The company also intends to continue with the standard calculation of Human Capital assessment results.

Strategic Initiative

Strategic Initiative 1 : To enhance employees’ understanding of the importance of the succession plan and to promote continuous development.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- NAT provides education and disseminates the succession planning policy to employees at all levels. - NAT communicates the importance of succession planning and career paths to employees at least once during the year, and as part of the annual performance evaluation, supervisors are required to further communicate the importance of the succession plan, development guidelines, and individual career growth opportunities to employees.	Currently in the process of preparing documents and media for employee communication.

Strategic Initiative 2 : Human Capital ROI (HCROI) Evaluation Report

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- The HR Department studies appropriate evaluation methods, provides training, or consults HCROI experts on calculating HCROI in a manner suitable for the Company’s context. - NAT has developed an HCROI calculation template to be used as a standard internal tool. - NAT has identified high-potential employees included in the succession plan in order to conduct a pilot calculation of HCROI.	Currently undergoing study of evaluation methods, training, or consultation with HCROI experts regarding HCROI calculation.

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/NAT1_JUMP%2B_Plan_Year_2026-2028_EN.pdf

