



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



NTF INTERGROUP (THAILAND) PUBLIC COMPANY LIMITED

(NTF)

at 30 June 2026

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NTF INTERGROUP (THAILAND) PUBLIC COMPANY LIMITED

mai	CG Report : -
Agro & Food Industry	SET ESG Ratings: -
	Anti-Corruption Certification (CAC): -

Business Type

Distribute fresh and frozen fruits both domestically and internationally

Financial Statement				
Year	2025	2024	-	-
Income Statement (MB)				
Revenues	2,524.96	1,118.51	N/A	N/A
Expenses	2,236.42	1,028.64	N/A	N/A
Net Profit	229.62	64.27	N/A	N/A
Balance Sheet (MB)				
Assets	703.30	227.63	N/A	N/A
Liabilities	249.78	144.78	N/A	N/A
Shareholders' Equity	453.52	82.85	N/A	N/A
Cash Flow (MB)				
Operating	0.24	32.67	N/A	N/A
Investing	-57.68	-0.84	N/A	N/A
Financing	166.59	-34.50	N/A	N/A
Financial Ratio				
EPS (Baht)	1.60	4.59	N/A	N/A
GP Margin (%)	19.51	16.03	N/A	N/A
NP Margin (%)	9.09	5.75	N/A	N/A
D/E Ratio (Times)	0.55	1.75	N/A	N/A
ROE (%)	85.62	77.58	N/A	N/A
ROA (%)	65.26	39.39	N/A	N/A

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	1,379 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Expand production base and develop supply chain for sustainable growth .			
Governance Plan			
1. Increasing the diversity of the board of directors			
2. Enhancing anti-corruption and fraud prevention efforts			
3. Formulation of a succession plan for the CEO, executive management, and critical roles			
Climate Action Plan			
1. Greenhouse gas inventory (GHG) plan			
2. Decarbonization			

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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)	1,379	229.62	276.40

NTF Intergroup (Thailand) Public Company Limited, or NTF, has a growth policy that emphasizes business development based on the 2Q2T standard: Quality, Quantity, Time, and Temperature. This approach guarantees that customers receive products, which have been carefully monitored for time and temperature throughout the production process to maintain their freshness and quality, ensuring they are ready to eat when they reach consumers.

Progress description

The Company has continuously operated in accordance with the 2Q2T standards (Quality, Quantity, Time, and Temperature), focusing on improving selection processes and production control standards to ensure precision at every step. Concurrently, it has strictly enhanced temperature-controlled transportation and storage systems to ensure products remain fresh and ready-to-eat upon reaching consumers. This continuous dedication to system development not only increases customer trust and satisfaction but also serves as a crucial foundation for driving the business's sustained growth.

Growth plan/Increase business value

Strategic Plan : Expand production base and develop supply chain for sustainable growth.

NTF aims to expand its current production capacity to cover fruit cultivation areas both domestically and internationally on a continuous basis, in order to increase import and export volumes to meet customer demand quantitatively. Furthermore, the company is investing in machinery and other equipment to boost production capacity, such as laser marking machines to enhance product identification efficiency, traceability, and quality control. This also includes raising selling prices through the utilization of CT Scan technology, which enables NTF to accurately guarantee the proportion of durian pulp per fruit. Additionally, NTF will collaborate with packing houses and farmers to add value to the products by deploying staff with expertise in agriculture to oversee operations and provide consultation regarding the products.

Targets

• Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	101	61	61	125.74	61.27

• Other Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Debt to Equity Ratio	2.5 : 1	2.5 : 1	2.5 : 1	0.55 to 1	0.83 to 1
Revenue from Sale	5,100 million baht	8,200 million baht	13,200 million baht	2,540 million Baht	2,656 million Baht
Net Profit	505 million baht	832 million baht	1,379 million baht	229.62 million Baht	276.40 million Baht

Progress description

The company has continuously implemented its strategic plan to enhance its competitive capabilities and business growth.

- Expanding production capacity and exports by extending procurement and selection areas for fruits to cover cultivation sources both domestically and internationally, in order to increase import and export volumes to comprehensively meet customer demands.
- Investing in technology to elevate product quality by incorporating machinery and technology into the production process, such as laser marking machines to enhance traceability, and utilizing CT scan machines to accurately inspect durian flesh proportions. This helps control quality and increases the selling price of products.
- Establishing cooperation with upstream networks by deploying a team of agricultural experts to work closely with packing houses and farmers, providing guidance and overseeing product quality from the source, thereby sustainably increasing product value.

Strategic Initiative

Strategic Initiative 1 : Expand production capacity to cover a greater number of fruit-growing areas both domestically and internationally.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Focus on identifying and selecting 5 high-potential packing houses, both domestically and internationally, to scale up product volume. • Research and execute pilot projects for exporting and importing 2 new fruit varieties, while actively monitoring market feedback.	Currently, there are 12 packing houses (both domestic and international, exceeding the target of 5 facilities). Additionally, frozen durian, which is one of the new product categories according to the plan, is being exported, and feedback from target customer groups is currently being monitored.

Strategic Initiative 2 : Invest in machinery to enhance production capacity and strengthen product quality control.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Import 4 fruit grading machines and 1 CT scan machine.	Four fruit sorting machines have been imported, and one CT scan machine has also been imported (currently undergoing installation).

Strategic Initiative 3 : Allocate agricultural experts to manage products and provide specialized consultancy.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Recruit qualified personnel and implement training programs to enhance their agricultural knowledge and professional expertise further. - Build and strengthen partnerships with growers to gain a deeper understanding of packing house operations and orchard management.	Operations are proceeding according to the established plan. The company continuously recruits and trains employees to enhance their agricultural skills, and regularly conducts field visits to build relationships and understand working systems with farmers. Furthermore, this year, the company plans to organize employee training to raise awareness regarding anti-corruption (CAC) and strengthen good corporate governance within the organization.

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Increasing the diversity of the board of directors

Furthermore, the company prioritizes Gender Diversity on the Board to mitigate the risk of groupthink and to ensure that all Board resolutions are derived from a thorough analysis of diverse perspectives. Recognizing the significance of this matter, the company has established a plan to promote gender inclusivity, targeting a minimum of 30% gender diversity on the Board by 2028. This commitment will broaden management insights and foster sustainable value creation for the organization.

Furthermore, the Company prioritizes Gender Diversity on the Board to mitigate the risk of groupthink and ensure that diverse perspectives inform all Board resolutions. Recognizing the significance of this matter, the Company has established a plan to promote gender inclusivity, aiming to achieve at least 30% gender diversity on the Board by 2028, thereby broadening management insights and fostering sustainable value creation for the organization.

Targets

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.	In Progress	In Progress	Success	In Progress	In Progress
Define the policy for diversity in the structure of the Board of Directors.	In Progress	In Progress	Success	-	-

Progress description

The Company is currently implementing its plan to promote diversity in the composition of its Board of Directors. Currently, there are 2 female directors out of a total of 7 directors, representing 28.6%. Efforts are underway to increase this proportion to at least 30%, and to establish a gender diversity policy for the Board of Directors by 2028, as per the established plan.

Strategic Initiative

Strategic Initiative : Review the current Board composition and establish a Board Diversity Policy

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Review of the existing Board structure to potentially formalize the recruitment of gender-diverse members and/or preserve current representation levels. - Consider conducting a Board Diversity Policy.	- Under recruitment process - Under policy drafting process

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company is committed to conducting business with integrity and places the utmost importance on anti-corruption, strictly adhering to Good Corporate Governance principles for the benefit of shareholders and all stakeholders. To formalize this commitment, the Board of Directors has resolved to establish an Anti-Corruption Strategic Plan. This plan serves as a fundamental guideline to strengthen our internal controls, with the definitive goal of achieving CAC (Thai Private Sector Collective Action Against Corruption) certification from the Thai Institute of Directors (Thai IOD) by 2028.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	Success	Success	Success	In Progress	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	-	-	-	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	Success	Success	Success	In Progress	In Progress
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	In Progress
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.
Conduct a review of the Anti-Corruption Policy and Guidelines at least once a year.	In Progress	Success	Success	-	-

Progress description

The Company has established an anti-corruption and bribery policy and guidelines covering all business activities, which have been duly approved by the Board of Directors. Regarding the current operational overview, a Gap Analysis is being conducted, and documents are being prepared to apply for certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC). This initiative aligns with the plan to achieve certification by 2028.

Strategic Initiative

Strategic Initiative 1 : The Board of Directors monitors, evaluates, and reviews compliance with the Anti-Corruption Policy and Guidelines on an annual basis.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	The Board of Directors monitors, evaluates, and reviews compliance with the Anti-Corruption Policy and Guidelines at least once a year.	In progress

Strategic Initiative 2 : Becoming a member and achieving CAC Certification from the Thai Institute of Directors (Thai IOD).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Select and appoint consultants with specialized expertise and direct experience in developing internal control systems that meet CAC criteria. - Appoint a dedicated working team and define clear roles and responsibilities for coordination, data collection, and process improvement.	In progress Completed

Governance of Risk and Management Compliance

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

The Company prioritizes robust Succession Planning for key leadership roles at all levels, ensuring a merit-based, transparent, and accountable selection process. The Audit Committee plays a pivotal role in reviewing the succession plans for the CEO and senior executives, ensuring that talent acquisition and development remain systematic and fully aligned with the Company’s strategic objectives. Furthermore, to ensure that policy-level decision-making incorporates diverse perspectives, the Company has established comprehensive guidelines for identifying and developing successors from a high-potential talent pool. This strategic approach aims to bolster management continuity, enhance decision-making efficiency, and drive sustainable long-term value creation for the organization.

Targets

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.	In Progress	Success	Success	In Progress	In Progress
Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.	In Progress	Success	Success	In Progress	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.	In Progress	Success	Success	In Progress	In Progress
Identification and assessment of high-potential employees for future key roles.	In Progress	Success	Success	In Progress	In Progress
Development of Individual Development Plans	In Progress	Success	Success	In Progress	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.	In Progress	Success	Success	In Progress	In Progress
Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.	In Progress	Success	Success	In Progress	In Progress
Disclose the performance results of the succession planning and risk management in the Annual Report	In Progress	Success	Success	-	-

Progress description

The Company is proceeding with the implementation of its Succession Planning for the CEO and key positions to ensure stability and sustainability in management. Currently, the Company is assessing risks to prioritize key positions, updating job descriptions, selecting high-potential personnel and developing Individual Development Plans (IDPs), as well as communicating and fostering a learning culture throughout the organization. The Audit Committee jointly oversees the process to ensure transparency and alignment with the strategy, and is prepared to achieve the planned objectives by 2027.

Strategic Initiative

Strategic Initiative : Elevate the succession planning for the President, senior executives, and key positions.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- The Board of Directors approves the succession plan covering the President, executives, and key personnel in critical positions. - Monitor the progress of Individual Development Plans (IDP) and evaluate the overall effectiveness of the succession planning. - Communicate the significance of succession planning to employees through various internal communication channels.	Completed
		In progress
		In progress

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 : Year of the Report 2025
<https://www.ntfintergroup.com/en/home>



Targets

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

Progress description

For the first 6 months of 2026, the Company is in the process of preparing, verifying, and planning to publish the Scope 1 and Scope 2 greenhouse gas emissions report as per the plan, with the goal of completing and continuously reporting annually from 2026 to 2028.

Decarbonization

The Company has established a strategic plan to reduce greenhouse gas (GHG) emissions from the corporate fleet, which is the primary source of emissions. Our strategy focuses on increasing the proportion of clean-energy vehicles (HEVs and EVs) and implementing systematic fuel-efficiency management. This initiative aims to reduce GHG emission intensity per employee over three years, aligning corporate growth with environmental sustainability.

Targets

Title	GHG emissions in the base year (tCO ₂ e / Person (employee))	Target for reducing GHG emissions compared with the base year (tCO ₂ e / Person (employee))			Actual Greenhouse Gas Emission (tCO ₂ e / Person (employee))
	2025	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	3.53	3.15	2.85	2.65	In progress

Progress description

The company has concretely implemented measures to reduce greenhouse gas emissions from vehicle usage. For the first 6 months of 2026, operations are transitioning to the use of hybrid and electric vehicles, along with enhancing efficient fuel management. As a result, the greenhouse gas emissions per employee have decreased to 3.01 tCO₂ e/person, from the base year 2025 at 3.53 tCO₂ e/person, reflecting good progress towards the 2026 target of 3.15tCO₂ e/person, and a long-term target of 2.65tCO₂ e/person by 2028.

Strategic Initiative

Strategic Initiative 1 : Fleet Electrification Program

Status ● On track

Year	Expected Outcomes	Actual Result
2026	Transition the corporate fleet by acquiring HEV and EV through purchase or lease agreements, aimed at reducing dependency on internal combustion engine vehicles. (Projected Fleet: 10 Diesel, 6 Gasoline, 3 HEV, 3 EV)	Procured and commenced operation of a total of 20 vehicles. - Leased a total of 8 hybrid electric vehicles (HEV) (6 Toyota Yaris Ativ and 2 Toyota Camry vehicles). - Leased a total of 10 petrol-powered vehicles (10 Isuzu vehicles). - Purchased a total of 1 electric vehicle (EV). - Purchased a total of 1 hybrid electric vehicle (HEV).

Strategic Initiative 2 : Fuel Efficiency & Monitoring Program

Status ● On track

Year	Expected Outcomes	Actual Result
2026	Establish a formal Car Policy and initiate fuel consumption tracking for individual vehicles.	In progress

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/NTF3_JUMP%2B_Plan_Year_2026-2028_EN.pdf

