Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

PHATRA LEASING PUBLIC COMPANY LIMITED

(PL)

at 30 June 2026

This report was disseminated on 26/08/2026

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PHATRA LEASING PUBLIC COMPANY LIMITED

SET

Financials / Finance & Securities

CG Report :

SET ESG Ratings: **-**

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

Business Type

The Company operates the business of operating lease. The business includes other assets lease, such as vehicles, planes, ships, machines, computers and general appliances.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	2,669.78	2,701.73	2,699.39	2,967.40
Expenses	2,230.85	2,497.60	2,293.29	2,623.97
Net Profit	61.44	-105.53	107.41	120.62
Balance Sheet (MB)				
Assets	11,838.88	12,613.21	12,305.32	10,284.70
Liabilities	8,775.89	9,613.36	9,131.48	7,147.11
Shareholders' Equity	3,062.99	2,999.85	3,173.85	3,137.59
Cash Flow (MB)				
Operating	1,066.80	-280.58	-1,521.98	721.80
Investing	-22.07	-14.82	-26.48	-23.80
Financing	-1,021.04	264.36	1,554.13	-665.75
Financial Ratio				
EPS (Baht)	0.10	-0.18	0.18	0.20
GP Margin (%)	N/A	N/A	N/A	N/A
NP Margin (%)	2.30	-3.91	3.98	4.06
D/E Ratio (Times)	2.87	3.20	2.88	2.28
ROE (%)	2.03	-3.42	3.40	3.88
ROA (%)	3.59	1.64	3.60	3.25

JUMP+ Plan

Business Plan

Target in 2028

Return on Equity (ROE)	**3.0 – 5.0** %

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Proactive business expansion to grow the rental asset portfolio and increase asset diversity, coupled with enhancing the efficiency of account receivable management.	✓		

Governance Plan

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

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Return on Equity (ROE) (%)	3.0 – 5.0	2.03	1.62

The company aims to maintain and strengthen its leadership in the leasing business by expanding the scope of its asset categories to cover both automotive (Auto) and new types of assets (Non-Auto). This will be coupled with the continuous development of service models through the application of innovative information technology systems to enhance operational efficiency, which will help the company grow sustainably and create long-term shared value with customers.

Progress description

Although Return on Equity (ROE) in the first half of 2026 remains below our 2028 long-term target, the Company's core operational performance clearly reflects strong business fundamentals. Net profit reached THB 31.01 million, representing year-over-year expansion on a normalized profit basis (excluding the reversal of expected credit losses), alongside effective financial cost management and enhanced profitability. Overall, the Company remains focused on accelerating high-quality earning asset growth as the primary key driver to sustainably elevate ROE in the future.

Growth plan/Increase business value

Strategic Plan : Proactive business expansion to grow the rental asset portfolio and increase asset diversity, coupled with enhancing the efficiency of account receivable management.

- Proactively expand the business to grow the rental asset portfolio and diversify assets through market research, product development, and exploring lending opportunities in new asset types.
- Elevate the efficiency of account receivable management through the use of tools and process development that help analyze debtor behavior and track debts from the early stages, in order to reduce bad debts and continuously support the expansion of the income-generating asset portfolio.

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Growth Rate of the Rental Asset Portfolio	2.0 – 4.0%	2.0 – 4.0%	2.0 – 4.0%	-7.3%	-1.7%

Strategic Initiative

Strategic Initiative 1 : 1. Expansion of the Rental Asset Portfolio: Aim to expand the business and diversify rental assets through market research and product development, in order to increase competitiveness and create sustainable growth.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Hire external consultants to conduct a study on business opportunities • Conduct industry and target market analysis • Formulate the company's medium- and long-term strategic plans	Currently, the Company is conducting industry analysis and evaluating market conditions to study business opportunities and further assess the potential of the new asset portfolio. In this regard, overall operations remain on track as planned for 2026.

Strategic Initiative 2 : 2. Elevation of Account Receivable Management: Aim to improve the efficiency of account receivable management through the development of processes and information technology systems, in order to reduce bad debts and continuously support the expansion of the income-generating asset portfolio.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Study system developments and design the core platform architecture of the organization and related service providers • Improve the debt tracking process • Implement Early Warning / Early Follow-up systems to track debtors before they become Non-Performing Loans (NPLs)	The Company has studied system requirements and is currently in the process of service providers selections, while also enhancing debt collection processes for greater efficiency. Additionally, Early Warning and Early Follow-up procedures have been implemented for proactive debt monitoring in order to prevent NPL migration. In this regard, overall operations remain on track as planned for 2026.

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 governance framework to combat all forms of corruption through the formulation, review, monitoring, and evaluation of compliance with internal policies and practices at least once a year. The company is also committed to fostering a culture of integrity and honesty among employees while pursuing national (CAC) and international (ISO) certifications to reinforce its dedication to ethical business conduct. These efforts are designed to build confidence and trust among investors and stakeholders, ensuring sustainable growth and long-term organizational resilience.

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	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	-	-	-	Complete	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	In Progress	Success	Success	Not Started	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified
Develop and enhance the anti-corruption content in the existing new employee orientation program to be more comprehensive, setting a target for participants to pass the assessment with a score of no less than 70%.	In Progress	In Progress	Success	-	In Progress

Progress description

- The Company has implemented the Anti-Corruption Enhancement Plan to establish a strong governance framework for combating all forms of corruption. The implementation has progressed in accordance with the established plan, and the Company is currently preparing to apply for its third CAC recertification with the Thai Institute of Directors Association (Thai IOD). As of Q2/2026, no acts or suspected violations of the Company's Anti-Corruption Policy were identified.

Strategic Initiative

Strategic Initiative 1 : 1. Present anti-corruption policies and practices to the Board of Directors once a year

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and update the existing framework for reviewing policies and guidelines to establish a more systematic monitoring process. • Establish a working team responsible for reviewing policies and guidelines. • Review the anti-corruption and bribery policies and guidelines for the first time to ensure they align with the business and any changed regulations and propose them to the Board of Directors.	• The Company established and appointed a JUMP+ working team comprising representatives from relevant functions to be responsible for reviewing, monitoring, and evaluating the implementation of the JUMP+ Plan on a continuous basis. • The working team reviewed the anti-corruption and bribery policies and guidelines, presented the review results to the Audit Committee for acknowledgment, and subsequently reported them to the Board of Directors. • The anti-corruption and bribery policies and guidelines are currently under review to ensure alignment with the business and applicable requirements.

Strategic Initiative 2 : 2. Develop and enhance the anti-corruption content in the existing new employee orientation program to be more comprehensive, setting a target for participants to pass the assessment with a score of no less than 70%.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Complete the preparation of the presentation materials on anti-fraud and corruption to be included in the new employee orientation training curriculum.	• Currently developing the anti-fraud and corruption training curriculum for employees and executives, with a minimum passing score of 70%, and training planned for Q4/2026.

Enhancing whistleblowing mechanisms

This plan aims to enhance the organization's whistleblowing and complaint reporting system to ensure efficiency, transparency, and protection for whistleblowers from retaliation or negative consequences. The objective is to establish multiple and confidential reporting channels that employees and stakeholders can trust, enabling them to report misconduct, misuse of internal information, or unethical behavior safely.

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	In Progress	In Progress
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.	In Progress	Success	Success	Not Started	In Progress
Develop and enhance the whistleblowing content in the existing new employee orientation program to be more comprehensive, setting a target for participants to pass the assessment with a score of no less than 70%.	In Progress	In Progress	Success	-	In Progress

Progress description

- The Company has implemented the Whistleblowing Enhancement Plan to continuously strengthen its corporate governance and good governance practices. The implementation has progressed in accordance with the established plan. As of the end of Q2/2026, no whistleblowing reports or complaints regarding misconduct were received through the Company's reporting channels.

Strategic Initiative

Strategic Initiative 1 : 1. Review the policy and guidelines and present them to the Board of Directors once a year.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and update the existing framework for reviewing policies and guidelines to establish a more systematic monitoring process. • Establish a working team responsible for reviewing policies and guidelines. • Review whistleblowing policies and guidelines for the first time to ensure they align with the business and any changed regulations, and propose them to the Board of Directors.	• The Company established and appointed a JUMP+ working team comprising representatives from relevant functions to be responsible for reviewing, monitoring, and evaluating the implementation of the JUMP+ Plan on a continuous basis. • The working team reviewed the complaint handling and whistleblowing policies and guidelines and presented the review results to the Audit Committee for acknowledgment before reporting them to the Board of Directors. •

Year	Expected Outcomes	Actual Result
		The complaint handling and whistleblowing guidelines are currently under review to ensure alignment with the business and applicable requirements.

Strategic Initiative 2 : 2. Develop and enhance the whistleblowing content in the existing new employee orientation program to be more comprehensive, setting a target for participants to pass the assessment with a score of no less than 70%.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Complete the preparation of presentation materials on whistleblowing/misconduct reporting to be included in the new employee training curriculum and finalize the online testing system.	• Currently developing the complaint handling and whistleblowing training curriculum for employees and executives, with a minimum passing score of 70%, and training planned for Q4/2026.

Enhancing the prevention of insider information

This plan aims to strengthen corporate governance systems in controlling and preventing the misuse of inside information. It is designed to prevent the use of non-public information for personal or unlawful gain by directors, executives, employees, or other related parties who may have access to the company's confidential information.

Targets

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	In Progress	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	In Progress	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 actions and preventive measures are clearly outlined to prevent recurrence	-	-	-	Complete	Success
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	In Progress	Success	-	In Progress

Progress description

- The Company established guidelines and blackout periods for trading in the Company's securities for 2026 and communicated them to directors, executives, and employees with access to inside information for strict compliance. Based on the review of securities trading activities of such persons as of Q2/2026, no violations or misuse of inside information for personal benefit or improper securities trading (Insider Trading) were identified.
- The Company reviewed the policy and guidelines on the prevention of misuse of inside information to ensure alignment with good corporate governance principles. The current policy and guidelines were found to be comprehensive, robust, and appropriately aligned with applicable laws and regulatory requirements.

Strategic Initiative

Strategic Initiative 1 : 1. Plan for monitoring and reporting compliance with the policy on the prevention of insider information misuse.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and update the policy and guidelines to ensure alignment with the resolutions of the Board of Directors and good corporate governance principles. • Establish a working team responsible for preparing compliance reports. • Design a reporting template for submission to the Board of Directors, covering monitoring information, audit results, and any identified violations.	• The Company established and appointed a JUMP+ working team comprising representatives from relevant functions to be responsible for reviewing, monitoring, and evaluating the implementation of the JUMP+ Plan on a continuous basis. • The working team reviewed the policy and guidelines on the prevention of misuse of inside information and presented the review results to the Audit Committee for acknowledgment before reporting them to the Board of Directors. • The Company is currently developing a reporting template to systematically monitor and report compliance with the policy to the Board of Directors. The template will cover key information, including monitoring results, audit results, and any identified violations. The Company has also reviewed the relevant policy and guidelines for subsequent submission to the Board of Directors for consideration and approval.

Strategic Initiative 2 : 2. Announce, on a case-by-case basis within the company, the list of persons involved with inside information in any transaction that may affect the securities price or investors' decision-making.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Prepare and review the list of persons with access to Inside Information (Insider List) within the company. • Notify relevant persons of the list and their responsibilities for acknowledgment; initiate the reporting system and track securities trading of involved persons on a case-by-case basis.	• The Company is currently preparing and reviewing the list of persons with access to inside information (Insider List) to ensure that it remains up to date, accurately identifies relevant persons, and supports the monitoring of compliance with the guidelines on the prevention of misuse of inside information. • The Company is currently developing procedures for notifying relevant persons of their inclusion in the Insider List, including clearly defining their roles and responsibilities,

Year	Expected Outcomes	Actual Result
		to enhance awareness and ensure strict compliance with the Insider List requirements.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/PL0_JUMP%2B_Plan_Year_2026-2028_EN.pdf