Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

PTT PUBLIC COMPANY LIMITED

(PTT)

at 30 June 2026

This report was disseminated on 24/08/2026

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JUMP+

PTT PUBLIC COMPANY LIMITED

SET50 / SET50FF / SET100 / SET100FF / SETCLMV / SETHD / SETESG

Resources / Energy & Utilities

CG Report :

SET ESG Ratings: **AAA**

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

Business Type

The Company's operated businesses consist of natural gas, gas transmission, international trading, new business and sustainability business; the rest are invested through subsidiaries and/or joint operations, joint ventures and associates, and PTT Group, namely exploration and production, liquefied natural gas, petrochemical and refining, oil and retail, power and utilities, and service businesses.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	2,707,981.66	3,138,378.01	3,185,256.08	3,391,622.87
Expenses	2,527,305.85	2,912,513.84	2,915,382.69	3,078,457.51
Net Profit	90,166.37	90,072.03	112,023.88	91,174.86
Balance Sheet (MB)				
Assets	3,269,659.98	3,438,784.28	3,460,461.90	3,415,632.29
Liabilities	1,617,176.37	1,781,907.19	1,835,486.49	1,881,939.53
Shareholders' Equity	1,127,422.10	1,149,652.17	1,121,197.88	1,052,590.88
Cash Flow (MB)				
Operating	299,366.38	373,239.91	382,045.16	191,699.70
Investing	-164,156.41	-188,763.24	-161,244.76	-186,690.34
Financing	-188,364.83	-186,410.63	-142,159.22	50,668.47
Financial Ratio				
EPS (Baht)	3.15	3.15	3.92	3.20
GP Margin (%)	10.25	10.84	12.00	13.68
NP Margin (%)	4.35	3.62	4.87	3.60
D/E Ratio (Times)	0.98	1.08	1.13	1.23
ROE (%)	7.92	7.93	10.31	8.85
ROA (%)	6.43	6.59	8.20	7.69

JUMP+ Plan

Business Plan

Target in 2028

Shareholder Distribution Ratio	**> 57.00** %

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Business Plan	✓	✓	✓

Governance Plan

1. Ensuring the independence of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing business continuity management

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Shareholder Distribution Ratio (%)	> 57.00	73	N/A

The company sets a target Shareholder Distribution Ratio of more than 57% of consolidated net income for the years 2026–2028, calculated from total dividends and total share buyback divided by consolidated net income, to reflect its commitment to consistently delivering returns to shareholders. The company will consider appropriate forms of shareholder returns, which may include regular dividends, special dividends, and/or share buyback.

Progress description

Currently under consideration.

Growth plan/Increase business value

Strategic Plan : Business Plan

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Shareholder Distribution Ratio	> 57%	> 57%	> 57%	73%	N/A

Progress description

Currently under consideration.

Strategic Initiative

Strategic Initiative 1 : Hydrocarbon & Power Business: Exploration & Production - Maintain national energy security and drive international growth with competitive costs.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Increase production volume (2) Maintain competitive unit costs.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) Production volume increased compared with 2025, with sales volume of 563 KBOED, up from 495 KBOED in 1H2025. (2) Maintained unit cost at USD 28.89/BOE.

Strategic Initiative 2 : Hydrocarbon & Power Business: Gas - Maintain the strength of the country's natural gas infrastructure system and promote investment in essential infrastructure to ensure energy security.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Maintain the reliability of natural gas separation plants and natural gas infrastructure. (2) Ensure that projects currently under construction are completed as planned. (3) Promote natural gas infrastructure projects to support the national gas demand.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) GSP, TSO, and PTTLNG maintained reliability in line with the target. (2) Projects under construction are progressing as planned. (3) Currently driving natural gas infrastructure projects to support the country's gas demand.

Strategic Initiative 3 : Hydrocarbon & Power Business: Liquefied Natural Gas - Expand the PTT Group's LNG value chain by increasing volume and scale, building a diversified portfolio, and enhancing contractual flexibility.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) LNG Portfolio 10 MTPA by 2030 (2) LNG Portfolio 15 MTPA by 2035	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: LNG portfolio of 1.75 MTPA

Strategic Initiative 4 : Hydrocarbon & Power Business: Power - (1) Develop projects to support the growing demand for electricity, including demand from data centers and in line with the government's Power Development Plan (PDP), as well as renewable energy projects in the form of Direct Power Purchase Agreement through the future TPA framework of the power transmission system. (2) Expand investments in renewable energy and related businesses, such as data centers in India.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Complete feasibility studies for the projects. (2) Continuously increase AVAADA operating capacity (GW) and complete feasibility studies for the projects.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) Currently studying electricity supply projects for Data Centers. (2) AVAADA's operating capacity increased to 2.90 GW from 2.38 GW in 2025 (based on GPSC's equity shareholding), while projects for Data Center operators and suitable partners are currently under study.

Strategic Initiative 5 : Hydrocarbon & Power Business: Petrochemicals & Refining - (1) Enhance efficiency in managing the P&R portfolio and strengthen downstream flagships by identifying capable strategic partners. (2) Seek strategic partners for the Downstream Infrastructure Flagship, including collaborations to create growth synergies together.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Reduce the shareholding proportion in the	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) Currently negotiating potential

Year	Expected Outcomes	Actual Result
	petrochemical and refining business in accordance with the established plan. (2) Optimize asset management within the PTT Group to maximize value.	synergies and selecting a strategic partner. (2) Currently exploring potential partners that can create business synergies for the PTT Group.

Strategic Initiative 6 : Hydrocarbon & Power Business: Trading - Strengthen business collaboration within the PTT Group through the P1 and D1 initiatives.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: Increase synergy value within the PTT Group through integrated supply chain management.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: P1 generated value of THB 12,820 million (EBITDA 100%) and D1 generated value of THB 827 million (EBITDA 100%: Recurring basis).

Strategic Initiative 7 : Hydrocarbon & Power Business: Mobility & Lifestyle - (1) Mobility Business: Strengthen the mobility business by leveraging the existing ecosystem. (2) Lifestyle Business: Seek opportunities and capable strategic partners to drive growth in the Food & Beverage (F&B) business.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Mobility Business: Maintain market share. (2) Lifestyle Business: Expand Lifestyle business branches both domestically and internationally while maintaining appropriate profit per branch.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) Mobility Business: Maintained the No. 1 market share at 41.0%, with 2,428 PTT Stations nationwide, domestic sales volume of 12,191 million liters, and 2,979 DC chargers in operation. (2) Lifestyle Business: 4,869 Cafe Amazon outlets in Thailand and 209 overseas outlets, along with 2,405 convenience stores nationwide.

Strategic Initiative 8 : Non-Hydrocarbon Business: Electric Vehicle - Restructure the EV business in line with the corporate strategic direction.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: Execute the restructuring in accordance with the established plan.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: Restructure the business as planned, with ongoing discussions with partners.

Strategic Initiative 9 : Non-Hydrocarbon Business: Life Science - (1) Seek business opportunities by expanding the portfolio in the Pharmaceutical and Nutrition businesses to support growth in line with the established targets. (2) Attract partners with expertise in the business to co-invest, alongside preparing for a potential listing on the Stock Exchange.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: Achieve growth as a regional pharmaceutical company in ASEAN through financial self-sufficiency (self-funding).	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: Proceed with drug registration and dietary supplement product launches as planned.

Strategic Initiative 10 : Non-Hydrocarbon Business: New Ventures - Seek investment opportunities in Venture Capital (VC) and Venture Building (VB), with a focus on sustainability and AI to support growth and the Net Zero policy.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: Create business opportunities and sustainability options for the PTT Group while developing new businesses through VC and VB in AI to support sustainable long-term growth.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: VC: In-depth studies of VC Focus Areas (Decarbonization & AI) and obtain investment approval for an AI-focused fund and VB: Explore new ventures and execute portfolio management activities as planned.

Strategic Initiative 11 : Necessity & Opportunity & Sustainability: Decarbonization - (1) Evaluate potential Carbon Capture Storage/ Hydrogen projects or technologies and consider appropriate investment decisions (2) Review the PTT Group Decarbonization Masterplan. (3) Advance projects that help reduce greenhouse gas emissions across the PTT Group through the C3 strategy, including climate-resilience business, carbon-conscious asset, and coalition, co-creation, and collective efforts for all.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Consider appropriate investment decisions in potential CCS/Hydrogen projects or technologies. (2) Ensure that information related to greenhouse gas emissions and emission reductions is aligned with the current business plans of companies within the PTT Group, in order to achieve the target of reducing greenhouse gas emissions by 15% by 2035 compared with 2021 and to progress toward the Net Zero target by 2050. (3) Implement projects under each C3 strategy in accordance with the established plan.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) CCS: Conduct feasibility studies and evaluate potential investment opportunities. and H2 : Study and develop low-cost NH3 sourcing projects and select competitive H2 production technologies. (2) Complete the review of Unabatement & Abatement Emissions, Carbon Price Assumptions, Decarbonization Pathway, Marginal Abatement Cost Curve, and PTT Group's decarbonization strategic direction. (3) Implement projects under C3 strategy as planned: C1: Expand the LNG portfolio and invest in renewable energy as planned. C2: Implement GHG reduction projects across PTT's operations, including Opti-Fuel and TSO Gas Skid, as planned. C3: Develop the Eastern Thailand CCS Hub and Hydrogen businesses, as well as carbon credit projects with PTT Group and partners, as planned.

Strategic Initiative 12 : Enablers for Transformation: Triple Transformation - (1) Operational Excellence: Strengthen internal capabilities, enhance operational efficiency, and elevate competitiveness. (2) Digital Transformation (AXIS): Enhance competitiveness through the effective application of digital technologies and AI, with a focus on creating sustainable business value in terms of cost reduction and operational efficiency improvements. (3) People & Organization Transformation (HR): Adopt AI and digital technologies as tools in operations, while developing employees' skills in alignment with the corporate strategy.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Improve operating performance by THB 30 billion per year (recurring) by 2027. (2) Generate digital value uplift of at least THB 12 billion by 2029. (3) Increase the proportion of personnel with digital and AI skills to at least 50% of the total workforce by 2026.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) Initiative implemented impact recurring THB 24,749 million per year (EBITDA 100%: 2025–6M2026). (2) Generate Digital Value Uplift of THB 686 million (EBITDA 100%: 2025–6M2026). (3) Develop digital skills for more than 1,607 employees, representing approximately 43% of the total workforce.

Strategic Initiative 13 : Enablers for Transformation: Asset Monetization - Manage assets through four main categories as follows: (1) Core Assets: Infrastructure & Utilities (A1-C) (2) Non-Core Assets: Land & Building (A1-NC) (3) Non-Hydrocarbon Assets: Electric Vehicle (EV) (A1-NH) (4) Others: Business Restructuring (A1-Others)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: Complete implementation in accordance with the plan, which is expected to generate additional cash flow for the PTT Group.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: Generate cumulative cash flow of THB 18,498 million for the PTT Group, primarily from the A1-NH and A1-NC groups (2025–6M2026).

Strategic Initiative 14 : Foundation: Governance, Risk, and Compliance - Promote the revised PTT Group governance framework for management (WOC) across companies within the PTT Group, and build awareness and embed GRC practices as part of the organizational culture.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) PTT and companies within the PTT Group fully implement the WOC framework in accordance with the revised guidelines and processes. (2) Reduce non-compliance incidents within companies in the PTT Group. (3) GRC Survey score at the Capable level.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1),(2) PTT Group companies implementing the PTT Group Way of Conduct have fully completed the Apply & Explain self-assessment. (3) Conduct continuous activities to strengthen GRC-related behaviors, with the GRC Survey scheduled to be conducted in 4Q2026.

Strategic Initiative 15 : Foundation: Financial Excellence - To strengthen the financial position of the PTT Group.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Achieve continuous growth in operating performance. (2) Maintain an investment-grade credit rating. (3) Preserve financial liquidity. (4) Sustain shareholder returns.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) Maintain strong operating performance. (2) Maintain an investment-grade credit rating. (3) Maintain financial liquidity. (4) Maintain consistent dividend payments.

Strategic Initiative 16 : Foundation: Stakeholder Management - Proactively build relationships with stakeholders to ensure that the PTT Group gains recognition and support from stakeholders in conducting its business (license to operate).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the PTT Group Business Plan 2026-2030, as follows: (1) Drive the PTT Group's business operations across various areas to achieve the established targets. (2) Maintain a Reputation Score, Relationship Score and Engagement Score more than or equal to 80.	• Progress in accordance with the PTT Group Business Plan 2026–2030, as follows: (1) Manage hot issues and support various businesses in achieving their plans, such as promoting legislation related to climate change. (2) The annual survey results are currently under evaluation, with the assessment results expected to be presented in October 2026.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The Chairman of the Board is an Independent Director	-	-	-	Complete	Success
The Board of Directors comprises more than 50% Independent Directors	-	-	-	Complete	Success

Strategic Initiative

Strategic Initiative : The PTT Board of Directors, under the leadership of the Chairman, should consist of no fewer than 5 and no more than 15 directors. Independent directors must account for at least half of the total number of directors, and the Chairman should be an independent director. This structure aims to enhance the effectiveness of board meetings, ensure independence in expressing opinions, and enable objective decision-making, and the PTT Board of Directors must review and confirm the independence qualifications in accordance with applicable laws, regulations, and PTT's Independent Director Qualification on an annual basis.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the independence of the board of directors' plan, as follows: (1) The Chairman of the Board is an independent director. (2) Independent directors account for more than 50% of the Board of Directors.	• Progress of the independence of the board of directors' plan, as follows: (1)The Chairman of the Board is an independent director. (2) More than 50% of the Board of Directors are independent directors. Currently, PTT has 15 directors, including 12 independent directors, representing 80% of the total Board.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	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	In Progress
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
Requiring Critical Tier 1 suppliers to acknowledge and adhere to PTT's Supplier Sustainable Code of Conduct.	100% of registered Critical Tier 1 suppliers sign the acknowledgement annually.	100% of registered Critical Tier 1 suppliers sign the acknowledgement annually.	100% of registered Critical Tier 1 suppliers sign the acknowledgement annually.	-	On track

Progress description

The Anti-Corruption Policy and Practices have been successfully developed and completed and are reviewed annually.

Strategic Initiative

Strategic Initiative : The Anti-Corruption Enhancement Plan has been developed to support the government's strategy to drive concrete anti-corruption initiatives and to align with PTT's policy of strengthening confidence in conducting business with transparency and in accordance with good governance principles, thereby supporting the organization's stable and sustainable long-term growth, and foster a culture of governance, risk management, internal control, and compliance with laws and organizational regulations (GRC), including the renewal of CAC (Thai Private Sector Collective Action Against Corruption) membership and requiring Critical Tier 1 suppliers to acknowledge and adhere to PTT's Supplier Sustainable Code of Conduct.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the anti-corruption and fraud prevention efforts' plan, as follows: (1) Establish anti-corruption policies and practices. (2) Obtain CAC certification from the Thai Institute of Directors Association. (3) 100% of registered Critical Tier 1 suppliers sign the acknowledgement annually.	• Progress of the anti-corruption and fraud prevention efforts' plan, as follows: (1) The development of the anti-corruption policies and practices has been completed, and the Company is currently monitoring and evaluating compliance with the anti-corruption policies and practices. In addition, the Company is currently reviewing the anti-corruption policies and practices for submission to the Board of Directors. (2) Received CAC certification from the Thai Private Sector Collective Action Against Corruption (CAC). (3) As part of PTT's 2026 Approved Vendor List (AVL) registration process, a total of five Critical Tier 1 vendors applied for and were successfully registered under the relevant business group. All five vendors (100%) acknowledged and accepted PTT's Sustainable Supply Chain Code of Conduct (PTT SSCoC) through the PTTVM system.

Governance of Risk and Management Compliance

Enhancing business continuity management

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has developed,reviewed,and conducted drills for its Business Continuity Plan (BCP) and crisis response protocols.	-	-	-	Complete	In Progress
Prepare and conduct the annul review of the business continuity management plan.	-	-	-	Complete	In Progress
Organize Crisis Management Drills	-	-	-	Complete	In Progress
Achieve ISO 22301: Business continuity management systems certification	Monitored annually	Monitored annually	Reassessed for	-	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
			recertification every three years.		
Conduct additional BCM drills in the area of cybersecurity.	In progress	In progress	In progress	-	In Progress

Strategic Initiative

Strategic Initiative : The Business Continuity Management strategic plan focuses on ensuring business continuity in the event of crises or incidents that may impact the organization's operations, enabling the business to continue operating effectively while minimizing potential impacts across various areas, and implement and continuously improve the BCM exercising program, including monitoring of exercise outcomes and follow-up actions to strengthen organizational readiness.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• In accordance with the business continuity management plan, as follows: (1) Develop and review the Business Continuity Plan and conduct crisis response drills. (2) Conduct additional BCM drills focusing on cybersecurity. (3) Obtain ISO 22301 certification for the organization's Business Continuity Management System (BCMS).	• Progress of the business continuity management plan, as follows: (1),(2) The Company has enhanced the readiness of its BCMS by developing the 2026 annual cybersecurity exercise plan. The plan covers the period from July to November 2026, with the exercise scheduled for the end of 2026. (3) PTT currently holds ISO 22301:2019 certification across the organization. In 2025, PTT conducted an organization-wide recertification assessment and will continue related activities in 2026 through follow-up assessments to maintain certification across the organization. This is to ensure that the BCMS remains appropriate, aligned with the organizational context, and capable of supporting continuous business operations during emergency or crisis situations.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/PTT0_JUMP%2B_Plan_Year_2026-2028_EN.pdf