Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

SALEE INDUSTRY PUBLIC COMPANY LIMITED

(SALEE)

at 30 June 2026

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JUMP+

SALEE INDUSTRY PUBLIC COMPANY LIMITED

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

Business Type

The Company is a manufacturer of plastic components by vacuum forming and injection molding. Its subsidiaries are self - adhesive label producer and plastic products.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	1,427.50	1,283.98	1,302.51	1,599.92
Expenses	1,376.69	1,279.23	1,278.86	1,468.73
Net Profit	33.75	6.58	16.65	114.46
Balance Sheet (MB)				
Assets	1,810.31	1,709.79	1,783.52	1,969.86
Liabilities	275.08	198.63	230.65	317.34
Shareholders' Equity	1,160.81	1,150.95	1,213.33	1,305.22
Cash Flow (MB)				
Operating	154.35	144.73	78.79	278.58
Investing	-105.03	-16.83	-89.46	-59.08
Financing	-22.58	-95.47	-112.22	-115.37
Financial Ratio				
EPS (Baht)	0.02	N/A	0.01	0.08
GP Margin (%)	22.44	19.91	19.96	23.53
NP Margin (%)	3.44	2.18	0.63	6.02
D/E Ratio (Times)	0.18	0.13	0.15	0.19
ROE (%)	2.92	0.56	1.32	9.04
ROA (%)	3.05	0.27	1.26	6.71

JUMP+ Plan

Business Plan

Target in 2028

Sales	**430.00** million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Expansion of production capacity with advanced technology	✓		
2. Strategic Plan 2 : Targeting the New S-Curve industry segment.	✓		
3. Strategic Plan 3 : Enhancing efficiency through intelligent systems.		✓	

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Strengthening emerging risk oversight practices

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Sales (million Baht)	430.00	373.00	229

Operational Excellence and Smart Integration in Production Processes.

Growth plan/Increase business value

Strategic Plan 1 : Expansion of production capacity with advanced technology

To support the ambitious sales growth target of 430 million baht, the company has implemented an aggressive investment strategy in advanced production technology by installing three 900-ton high-pressure plastic injection molding machines (model JU9000V/6750), with a total investment exceeding 24 million baht. This expansion of the production base has more than doubled the company's capacity in the large machinery segment, which is a crucial factor in unlocking limitations related to the dimensions and weight of workpieces. This enables the company to accommodate the production of large and engineering-complex parts that are highly sought after in high-growth industries.

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue (Million Baht)	-	-	430	373	229

Progress description

Following the implementation of the production capacity expansion strategy, which involved investing in three 900-ton high-pressure plastic injection molding machines with a total value exceeding 24 million Baht, the company has effectively enhanced its capability to produce large and engineeringly complex parts. This is reflected in the actual operating results, with the company achieving a total revenue of 373 million Baht in 2025. Furthermore, in the first 6 months of 2026, revenue has already reached 229 million Baht, representing over 53% of the 2028 revenue target of 430 million Baht. This demonstrates a continuous growth trend and high potential to achieve the planned targets.

Strategic Initiative

Strategic Initiative 1 : Collect and organize product and cost databases (Production Data Intelligence) from the deployment of 900-ton machinery to analyze production efficiency (OEE) and design a plastic injection process that minimizes waste, thereby focusing on generating quality revenue and increasing the gross profit margin (GP Margin).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Reorganize the technical database of new molds and machinery into usable categories. • Analyze data to establish precise standard settings, reducing trial and error. • Reduce hidden costs resulting from the loss of plastic pellets.	• Developed and organized a comprehensive technical database (Technical Database) for molds and 900-ton machinery, 100% ready for use. • Analyzed data to establish precise standard settings, effectively reducing trial-and-error time during the trial process. • Optimized production control efficiency, resulting in a continuous reduction of raw material waste (Scrap Rate) during the manufacturing process.

Strategic Initiative 2 : Leverage CRM and ERP systems to manage the sales of engineering components, enabling precise and comprehensive tracking of project statuses for New S-Curve customer segments. This approach facilitates the selection of high-potential projects, thereby enhancing opportunities for profitable sales conversions.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Record customer requirements and the status of sample testing (Sampling) in the system in a standardized manner. • The sales team gained a clearer overview of the delivery plan for the 900-ton product group. • Mitigate opportunity loss due to delayed follow-up in the sample development phase.	• Successfully standardized 100% of customer requirements and sample testing (Sampling) tracking for New S-Curve segment using the CRM/ERP system. • Enabled the sales team to clearly and accurately monitor delivery schedules and status for the 900-ton machinery product group. • Streamlined the sample development process, effectively reducing lead time and minimizing sales opportunity losses.

Strategic Plan 2 : Targeting the New S-Curve industry segment.

The company focuses on expanding its customer base into high value-added industrial segments by leveraging the readiness of new machinery technology as a key selling point. This enables the production of products that require advanced manufacturing standards and full traceability, meeting the global requirements of the electrical appliances and automotive industries. This investment allows the company to transition from being a general component manufacturer to becoming a long-term strategic partner with multinational corporations (MNCs) that prioritize supply chain security and zero-defect quality standards. The implementation of a digital production data recording system linked to the new machinery enables the company to comply with stringent supplier selection criteria, creating opportunities for long-term contracts and maintaining stable profit margins in a highly competitive environment.

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Growth rate of the customer base in the target industry segment (New S-Curve). %	-	-	3	0	3

Progress description

The company has successfully executed its strategy to penetrate high-value target industries (New S-Curve) by leveraging the advanced capabilities of its new 900-ton high-pressure injection molding machinery. In the first 6 months of 2026 (B.E. 2569), the company expanded its customer base in key target sectors, achieving the 3% growth target set for 2028 (B.E. 2571) ahead of schedule. This accomplishment demonstrates strong progress toward establishing long-term strategic partnerships with major multinational corporations (MNCs) in high-growth industries.

Strategic Initiative

Strategic Initiative 1 : Enhancing quality standards toward Zero Defect and Digital Traceability by developing a machine-level data logging system for the 900-ton machinery to support traceability, which is a key requirement of MNCs in the EV and smart home appliance industries.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Install a digital production parameter logging system to reduce paper-based documentation in the factory. • Machine operators can perform immediate root cause analysis of defects using system-generated data. • Build confidence among New S-Curve customers during the Supplier Audit process.	• Currently deploying and integrating the digital parameter logging system (Machine Data Logging) for the 900-ton machinery, transitioning from paper-based tracking to a digital factory model. • Initiated trial data analysis for Root Cause Analysis with machine operators to continuously improve quality standards toward Zero Defect. • Structured digital traceability databases to support full process traceability, strengthening readiness and credibility for upcoming MNC Supplier Audits in the New S-Curve segment.

Strategic Initiative 2 : Strategic Partnership Development focuses on collaborating with the customer's design team from the mold development stage to increase the opportunity of becoming a long-term main manufacturer and to reduce the risk of price pressure on general products.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Initiate at least two co-development projects for engineering components with Smart Home customers. • Showcase the capabilities of the 900-ton machinery to secure	

Year	Expected Outcomes	Actual Result
	large structural injection molding projects with limited competition.	• Engaged in discussions and initial technical alignments for co-development projects regarding engineering components with target clients, collaborating from the early mold design stage. • Actively showcased the high-tonnage capabilities of the 900-ton injection molding machinery to key clients to capture high-value, large structural component orders with limited market competition.

Strategic Plan 3 : Enhancing efficiency through intelligent systems.

The enhancement of the production process through three new high-tonnage injection molding machines is driven by a Full Servo 2-Arms system and supported by comprehensive auxiliary equipment, including dehumidifying systems, chillers, and plastic scrap crushers. This integration of technology represents a full-scale move toward Smart Manufacturing. By replacing the previous semi-automatic operations with automated systems, the company significantly improves the Overall Equipment Effectiveness (OEE) by maintaining cycle time consistency and reducing scrap rates caused by human errors. Moreover, precise control systems enable efficient resource management, minimize production losses, and increase delivery reliability, ensuring that outputs meet budgetary and schedule requirements.

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Target for reducing production loss rate (%).	-	-	3	4.46	4.08

Progress description

The company has successfully enhanced its production process through Smart Manufacturing integration, deploying new high-tonnage injection molding machines equipped with Full Servo 2-Arms systems and comprehensive auxiliary equipment. This automation strategy has effectively maintained cycle time consistency and minimized human errors. The actual performance demonstrates clear progress, with the production loss rate decreasing from 4.46% in 2025 (B.E. 2568) to 4.08% in the first 6 months of 2026 (B.E. 2569). This positive trajectory confirms ongoing operational optimization, positioning the company on track to achieve the target production loss rate reduction to 3% by 2028 (B.E. 2571).

Strategic Initiative

Strategic Initiative 1 : Integration of automation and auxiliary equipment (Automation and Auxiliary Integration) involves the installation and testing of the Full Servo 2-Arms system in conjunction with the 900-ton injection molding machine and supporting systems (Chiller/Dehumidifying) to establish stability in high-precision large-scale plastic injection processes.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Reduce scrap rate caused by human error. • Maintain cycle time consistency throughout 24 hours. • Reduce material preparation time using a high-efficiency dehumidifying system.	• Installed and successfully operated the Full Servo 2-Arms system with the 900-ton injection molding machinery, effectively reducing human error and driving down the production scrap rate. • Maintained cycle time consistency throughout continuous 24-hour manufacturing operations. • Integrated the high-efficiency Dehumidifying system to optimize raw material preparation time, enhancing overall process readiness.

Strategic Initiative 2 : Enhancing efficiency through in-plant circularity by using high-performance plastic crushers at production points to manage scrap from large parts, enabling quality recycling in compliance with customer standards.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Reduce the amount of plastic waste requiring off-site disposal. • Control the proportion of recycled plastic (Regrind) to meet the standards required by EV and Smart Home customers.	• Deployed high-performance at-machine plastic crushers, effectively reducing the volume of plastic waste requiring off-site disposal. • Precisely managed and controlled the mixing ratio of recycled plastic (Regrind) in production, strictly adhering to the quality standards required by EV and Smart Home clients.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

This plan focuses on establishing a strong governance foundation to support expansion into New S-Curve industries, emphasizing transparency in the procurement of high-value machinery and raw materials. It aims to mitigate legal and reputational risks, strengthen investor confidence in the capital market, and build trust with global brand partners, while fostering a transparent and accountable organizational culture at every stage.

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	In Progress	Success	Not Started	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	In Progress	In Progress	Success	Not Started	In Progress
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	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	In Progress	In Progress	Success	Not Started	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	In the process of applying for certification.	Certified	Not Started	Not Started
Raising awareness and providing training for 100% of employees on business ethics and conflict of interest prevention.	Not Started	In Progress	Success	-	In Progress

Strategic Initiative

Strategic Initiative 1 : Enhancing Transparency in the Supply Chain (Traceability System)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish a digital database system that enables 100% traceability of plastic resin raw material origins	The initiative is progressing on track. The company has initiated the development of a digital database system to record and integrate origin tracking data for plastic resin raw materials. This includes establishing lot identification codes and coordinating with suppliers to collect key documentation, ensuring system readiness to achieve 100% traceability as targeted for 2026.

Strategic Initiative 2 : Fair Procurement

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop a Supplier Code of Conduct and establish a fair and objective price benchmarking system	The company is currently drafting the Supplier Code of Conduct and designing an objective price benchmarking process. However, progress may experience slight delays against the initial schedule due to the extended time required for stakeholder consultations and comprehensive market benchmark data analysis across various procurement categories. Mitigation plans are being implemented to expedite the review process and align execution with the 2026 targets.

Strategic Initiative 3 : Anti-Corruption Enhancement

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Formally implement a No Gift Policy across all levels of the organization	The company is currently drafting the No Gift Policy and preparing internal communication materials. However, the formal implementation may experience slight delays against the initial timeline due to additional time required for executive review and alignment on external stakeholder communication guidelines. Approvals are being expedited to finalize implementation as targeted for 2026.

Strategic Initiative 4 : Building an Integrity-Driven Organizational Culture

Status ● On track

Year	Expected Outcomes	Actual Result
2026		The company is in the process of developing the business ethics training curriculum and anti-corruption awareness evaluation. However, implementation is currently delayed against the planned schedule due to content revisions and scheduling adjustments required for various operational departments. To

Year	Expected Outcomes	Actual Result
		address this delay, training schedules and operational plans are being adjusted to accelerate participation and ensure all employees complete the training and evaluation as targeted for 2026.

Strategic Initiative 5 : Preventive Maintenance System

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Reduce unplanned machine downtime to safeguard shareholder value	The company strictly implements the preventive maintenance plan by establishing scheduled machinery inspection routines, performing regular maintenance on critical equipment, and monitoring machine downtime metrics. This successfully reduces unplanned machine downtime as targeted, maintains production efficiency, and safeguards shareholder value.

Enhancing whistleblowing mechanisms

This plan aims to develop SALEE's whistleblowing system to be clear, secure, and auditable, in order to protect the organization's interests from fraud in production and procurement.
It also establishes a framework for handling complaints promptly and fairly, to build trust with global brand partners and elevate the company's governance standards to an international level.

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	In Progress	Success	Not Started	In Progress
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	-	In Progress	Success	Not Started	In Progress
Appointment of an impartial recipient for whistleblowing reports.	In Progress	In Progress	Success	Not Started	In Progress
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.	-	In Progress	Success	Not Started	In Progress
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	-	In Progress	Success	Not Started	Not Started
Reduce the complaint resolution time.	-	-	In Progress	-	Not Started

Progress description

During the first six months of 2026 (6M/2026), the company is actively advancing its Whistleblowing Enhancement Plan. Current efforts focus on drafting formal written policies, establishing whistleblower protection measures, and setting up an impartial recipient framework along with investigation and Board reporting mechanisms. These initiatives aim to ensure full system readiness prior to official implementation as planned.

Strategic Initiative

Strategic Initiative : Development of Whistleblowing Policy and Procedures

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Enhance whistleblowing channels (e.g., suggestion boxes and dedicated email) to ensure comprehensive coverage across both office and manufacturing sites • Submit the policy to the Board of Directors for approval and implement a Non-Retaliation Policy to protect whistleblowers	The company is currently enhancing its whistleblowing channels across both office and manufacturing sites, as well as drafting the Non-Retaliation Policy for Board approval. However, progress may experience slight delays against the initial schedule due to the extended review required to ensure the reporting channels are secure, robust, and fully preserve whistleblower confidentiality. Approvals and final reviews are being expedited to finalize implementation as targeted for 2026.

Governance of Risk and Management Compliance

Strengthening emerging risk oversight practices

This plan focuses on establishing a strong governance foundation to support expansion into New S-Curve industries (EV & Smart Home), emphasizing transparency in the procurement of high-value machinery (900 tons) and plastic raw materials. The goal is to mitigate legal and reputational risks, enhance investor confidence in the stock market, and strengthen trust with global brand partners, while fostering a corporate culture that ensures accountability at every step.

Targets

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	Success	Not Started	Not Started
Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans	-	In Progress	Success	Not Started	Not Started
Engagement of senior management in the tracking and decision processes related to emerging risks.	-	In Progress	Success	Not Started	Not Started

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Apply GRC technology to streamline risk management and reporting processes.	-	-	In Progress	-	Not Started

Strategic Initiative

Strategic Initiative 1 : Enhancing Transparency in the Supply Chain

Status ● On track

Year	Expected Outcomes	Actual Result
2026		The company is in the process of developing a digital database system to enable full traceability of plastic resin raw materials. However, implementation is experiencing delays against the scheduled plan due to the extended time required for data integration and coordination with suppliers, as well as raw material origin verification. To address this, the company has established an accelerated data collection framework and is working closely with key suppliers to ensure 100% traceability readiness as targeted for 2026.

Strategic Initiative 2 : Fair Procurement

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop a Supplier Code of Conduct and establish a fair and objective price benchmarking system • Reduce risks of favoritism and enhance cost management efficiency	The company is currently drafting the Supplier Code of Conduct and designing an objective price benchmarking process to mitigate the risk of favoritism and enhance cost management efficiency. However, progress may experience slight delays against the initial schedule due to the extended time required for stakeholder consultations and comprehensive market price analysis across procurement categories. Mitigation plans are being implemented to expedite the review process and align execution with the 2026 targets.

Strategic Initiative 3 : Anti-Corruption Enhancement Plan

Status ● On track

Year	Expected Outcomes	Actual Result
2026		The company is currently drafting the No Gift Policy and preparing internal communication materials. However, the formal implementation may experience slight delays against the initial timeline due to additional time required for executive review and alignment on external stakeholder communication guidelines. Approvals are being expedited to finalize implementation as targeted for 2026.

Strategic Initiative 4 : Building an Integrity Culture

Status ● On track

Year	Expected Outcomes	Actual Result
2026		The company is in the process of developing the business ethics training curriculum and anti-corruption awareness evaluation. However, implementation is currently delayed against the planned schedule due to content revisions and scheduling adjustments required for various operational departments. To address this delay, training schedules and operational plans are being adjusted to accelerate participation and ensure all employees complete the training and evaluation as targeted for 2026.

Strategic Initiative 5 : Preventive Maintenance (PM) System

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Extend the lifespan of 900-ton machinery and maintain net profit stability	The company strictly executes the Preventive Maintenance (PM) plan for the 900-ton machinery through scheduled inspections and timely maintenance. This operational practice enhances machine efficiency, extends total equipment lifespan, and minimizes unexpected repair costs, thereby safeguarding net profit stability as targeted for 2026.

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

The Company has established a plan to manage greenhouse gas emissions, including data collection and reporting in accordance with international standards, to ensure transparent and comprehensive disclosure of the organization's environmental impacts across all activities, covering Scope 1, Scope 2, and Scope 3 emissions.

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)	In Progress	Success	Success	In Progress
Develop a plan to reduce greenhouse gas emissions.	In Progress	In Progress	Success	In Progress

Progress description

During the first six months of 2026 (6M/2569), the Company completed the GHG inventory report (Scope 1 and Scope 2) and successfully underwent third-party verification. The report is currently pending final registration during the upcoming official registration cycle. Concurrently, the Company is developing a GHG emission reduction plan to establish long-term reduction targets and measures for the organization.

Strategic Initiative

Strategic Initiative 1 : Climate Action Enhancement Plan.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish systems and initiate data collection, define emission scopes, and appoint a working team; commence data collection for Scope 1, Scope 2, and partially for Scope 3.	The Company has appointed a GHG management working team and established a structured data collection system. Data collection and reporting for Scope 1, Scope 2, and partial Scope 3 emissions have been completed and successfully verified by an external third party. Official registration is currently pending the next submission cycle.

Strategic Initiative 2 : Develop and implement a Greenhouse Gas (GHG) Mitigation Plan

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Conduct analysis of the GHG Inventory (Scope 1–2) to identify major emission sources. • Evaluate suitable greenhouse gas mitigation measures, including the adoption of renewable energy, enhancement of energy efficiency, effective waste management, and reduction of fossil fuel usage.	• Completed analysis of the GHG Inventory (Scope 1–2) to identify major emission sources. • Currently evaluating suitable greenhouse gas mitigation measures, including energy efficiency enhancements and effective waste management. • In the process of defining the "GHG Reduction Target" of 5% within 3 years.

Year	Expected Outcomes	Actual Result
	• Set a greenhouse gas (GHG) reduction target of 5% within 3 years. • Develop a Greenhouse Gas (GHG) Mitigation Master Plan	Currently drafting the organization's GHG Mitigation Master Plan.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/SALEE0_JUMP%2B_Plan_Year_2026-2028_EN.pdf