Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

T.Man Pharmaceutical Public Company Limited

(TMAN)

at 30 June 2026

This report was disseminated on 26/08/2026

Table of Contents

JUMP+

T.Man Pharmaceutical Public Company Limited

sSET

Consumer Products / Personal Products & Pharmaceuticals

CG Report :

SET ESG Ratings: **-**

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

Business Type

Business operations: 1.Manufactures and/or distributes pharmaceutical and healthcare products under the company's brands 2.Manufactures and/or distributes pharmaceutical and healthcare products under the brands of third parties

Financial Statement

Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	2,690.58	2,226.00	1,980.04	N/A
Expenses	2,048.33	1,676.02	1,455.00	N/A
Net Profit	523.07	450.70	431.09	N/A
Balance Sheet (MB)				
Assets	3,783.72	3,455.66	2,627.25	N/A
Liabilities	1,666.72	1,685.72	1,107.85	N/A
Shareholders' Equity	2,117.00	1,769.93	1,519.39	N/A
Cash Flow (MB)				
Operating	336.44	519.66	282.09	N/A
Investing	131.12	-721.03	-216.38	N/A
Financing	-416.63	301.72	-24.85	N/A
Financial Ratio				
EPS (Baht)	1.31	1.31	1.56	N/A
GP Margin (%)	46.60	48.81	49.13	N/A
NP Margin (%)	19.44	20.25	21.77	N/A
D/E Ratio (Times)	0.79	0.95	0.73	N/A
ROE (%)	26.91	27.40	28.37	N/A
ROA (%)	17.74	18.08	19.98	N/A

JUMP+ Plan

Business Plan

Target in 2028

Operating Revenue	**3,683.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Strengthening and Enhancing the Value of Core Businesses (Mature Business)	✓	✓	
2. Strategic Plan 2 : Accelerating the growth and scaling up of high-potential businesses (Growth Business)	✓		
3. Strategic Plan 3 : Exploring and Developing New S-Curves for Future Businesses (Future Business)	✓		
4. Strategic Plan 4 : Enhancing Operational Excellence	✓	✓	

Governance Plan

1. Ensuring the independence of the board of directors
2. Increasing the diversity of the board of directors
3. Enhancing anti-corruption and fraud prevention efforts
4. Strengthening emerging risk oversight practices
5. Formulation of a succession plan for the CEO, executive management, and critical roles

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan
2. Decarbonization

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Operating Revenue (Million Baht)	3,683.00	2506.12	1220.59

The Company has set an operating revenue target at Baht 3,683 million , aiming to achieve a compound annual growth rate (CAGR) of 10%–15% based on its 2025 operating revenue base, driven by four key strategic pillars:
(1) Enhance value and strengthen the mature business,
(2) Accelerate and scale the growth business,
(3) Explore and develop new S-Curves of the future business, and
(4) Elevate operational excellence. These strategic pillars are intended to support sustained growth while enhancing the Company's competitiveness and long-term profitability.

Over the next three years, the Company will **Enhance its Mature Business strategy** by building on its core businesses, which already have an established market base and solid competitive strengths, to deliver sustainable growth and returns over the long term. This strategy will emphasize enhancing product and brand value, maintaining strong relationships with business partners and distribution channels, optimizing the product portfolio to better align with market demand, and improving production and operational efficiency. It will cover strengthening the Company's position in the over-the-counter (OTC) pharmaceutical and healthcare products market, expanding its OEM business, and driving the Propoliz brand toward becoming a regional brand. Through this approach, the Company aims to preserve its market leadership, generate stable revenue, and reinforce a strong foundation for future growth.

In addition, the Company will **Accelerate and scale the Growth Business** by strengthening its presence in the hospital segment, expanding consumer reach through e-commerce channels, and elevating its distribution business unit to become a trusted business partner of choice for customers and brand owners. This strategy is expected to create additional sales opportunities, broaden the customer base, and generate new growth drivers for the Company in the next phase of expansion.

Moreover, the Company will **Explore and develop New S-curve of the future business** aligned with the trend of longevity and healthy aging. These include biotechnology, AI health, smart medication devices, diagnostics, digital therapeutics, and personalized nutrition. This strategic direction is intended to create new long-term growth opportunities and lay the groundwork for future business expansion.

To support the growth of all the above strategies, **the Company will continue to Elevate Operational Excellence**. This includes developing talent and organizational structure in line with the Company's business direction, improving work processes and information systems to become more agile and accurate, and reviewing and enhancing corporate policies to remain appropriate in a changing business environment. These efforts will strengthen the Company's organizational readiness to support business expansion, improve operating efficiency, foster better cross-functional collaboration, and support sustainable long-term profitability.

Growth plan/Increase business value

Strategic Plan 1 : Strengthening and Enhancing the Value of Core Businesses (Mature Business)

1. **Over-the-Counter (OTC) Pharmaceutical and Healthcare Products Market**
   - The Company aims to strengthen its core business in the OTC market by maintaining strong relationships with business partners and distribution channels, refining its product portfolio to better address consumer needs, and continuing to invest in brand building and new product launches that align with market demand. This strategy is intended to enhance brand awareness, drive sales growth, and preserve the Company's market leadership.
2. **OEM Business**
   - The Company aims to expand its OEM business by leveraging its expertise in product development and manufacturing to capture new customers and deepen business with existing clients. At the same time, the Company will continue to enhance production efficiency, product quality, and delivery capabilities in order to increase market share and generate stable long-term revenue.
3. **Driving Propoliz Toward Becoming a Regional Brand**
   - The Company aims to elevate the Propoliz brand from its domestic success to regional growth through investment in brand awareness, expansion of international distribution channels, and product development tailored to the needs of each market. This strategy is intended to strengthen the brand's competitiveness and position Propoliz as a leading regional brand.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue From Operations (MILLION BAHT)	2,977.00	3,311.00	3,683.00	2506.12	1220.59

Strategic Initiative

Strategic Initiative : The Company aims to build on its core businesses, which already have an established market base and solid competitive strengths, to deliver sustainable growth and returns over the long term. It covers strengthening the Company's position in the over-the-counter (OTC) pharmaceutical and healthcare products market, expanding the OEM business, and driving the Propoliz brand toward becoming a regional brand. Through this approach, the Company seeks to preserve its market leadership, generate stable revenue, and reinforce a strong foundation for future growth. This strategy focuses on enhancing product and brand value, maintaining strong relationships with business partners and distribution channels, optimizing the product portfolio to better align with market demand, and improving production and operational efficiency.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Investments in brand building and new product launches enhance brand awareness and provide stronger support for sales growth. • The OEM business becomes stronger and continues to retain its	• New products under the Company's brands have been developed, with initial revenue contribution from selected new products.

Year	Expected Outcomes	Actual Result
	existing customer base. • International market expansion shows clearer progress and is better positioned to support the next phase of growth.	• The OEM business continued to grow in line with the plan, supported by orders from key customers while maintaining a stable existing customer base. • The Hong Kong and Malaysian markets delivered strong growth, driven primarily by the Company's branded products. • Expansion into new international markets continued as planned, laying the foundation and creating growth opportunities for the next phase.

Strategic Plan 2 : Accelerating the growth and scaling up of high-potential businesses (Growth Business)

1. **Hospital Segment**
   - The Company aims to accelerate growth in the hospital segment by strengthening its ability to reach target customer groups through the offering of First Generic and Generic Medicines, with a focus on high-value drug categories. At the same time, the Company will restructure its sales team to more effectively engage specialist physicians and medical institutions. This strategy is intended to increase sales opportunities, expand the customer base, and strengthen the Company's role in the hospital market.
2. **E-Commerce Channel**
   - The Company aims to expand growth through e-commerce channels by establishing a comprehensive brand presence across major online platforms and social media channels, while also developing products and promotional campaigns tailored specifically for online channels. This approach is intended to enhance brand awareness, broaden consumer reach, and continuously drive sales from new customer segments.
3. **Distribution Business Unit (DBU)**
   - The Company aims to elevate its Distribution Business Unit into a preferred business partner for customers and brand owners by optimizing its product portfolio for each distribution channel, sourcing new brands that align with the Company's channel strengths, and implementing systems and technologies to support operations. This strategy is intended to improve portfolio management efficiency, expand the customer base, enhance the business's long-term growth potential, and strengthen the Company's position as a trusted partner of choice.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue From Operations (MILLION BAHT)	2,977.00	3,311.00	3,683.00	2506.12	1220.59

Strategic Initiative

Strategic Initiative : The Company aims to drive growth in line with expanding markets by investing to create new sources of revenue and increase the contribution of growth businesses to the overall revenue structure. It will be pursued through strengthening the hospital segment, expanding consumer reach through e-commerce channels, and elevating the distribution business into the partner of first choice for customers. The Company will emphasize portfolio development, sales channel efficiency enhancement, customer base expansion, and the adoption of systems and technologies to support operations. This strategy is intended to strengthen its businesses across multiple dimensions, including corporate brand building and the enhancement of teams to support business expansion Through these efforts, this group of businesses is expected to grow continuously, achieve greater scale, and become an important long-term growth driver for the Company.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The Company begins to generate more tangible growth in the hospital segment through broader access to target customer groups and the offering of high-potential products. • E-commerce channels play a more visible role in the business. • The Distribution Business Unit (DBU) begins to show a clearer growth trajectory through portfolio optimization by channel and expanded collaboration with business partners.	• The hospital channel continued to grow steadily, driven by product development addressing strong demand in the ENT segment, with further growth opportunities through expansion into dermatology products. • The E-commerce channel was established on a solid foundation, with continued brand awareness and marketing efforts through KOLs and Affiliates, positioning E-commerce as a key channel for future product launches and consumer adoption. • The DBU business continued to grow through sales strategies tailored to address and capture demand in the domestic market.

Strategic Plan 3 : Exploring and Developing New S-Curves for Future Businesses (Future Business)

1. **Pursue and develop the Company's long-term new business opportunities**, with a focus on businesses related to Longevity, which is a market expected to continue growing.
2. **Consider Inorganic Growth strategies in parallel**, particularly through acquisitions, investments, or the establishment of strategic partnerships with businesses that have strong potential and are aligned with the growth direction of longevity.
3. **Longevity and Healthy Aging Business Cluster**
   - Biotechnology (Biotech)
   - AI Health
   - Smart Medication Devices
   - Diagnostics
   - Digital Therapeutics
   - Personalized Nutrition

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue From Operations (MILLION BAHT)	2,977.00	3,311.00	3,683.00	2506.12	1220.59

Strategic Initiative

Strategic Initiative : The Company aims to explore and develop new long-term business opportunities, with a focus on the longevity and healthy aging sector, a market that is expected to continue growing in line with the aging society, the shift toward preventive healthcare, rising consumer health awareness, and advances in modern health technology and biosciences. The global longevity market was valued at USD 23.50 billion in 2025 and is projected to increase to USD 31.60 billion by 2028, representing a CAGR of 10.4%. The Company intends to capitalize on this opportunity by developing new businesses in high-potential areas, including AI health, smart medication devices, diagnostics, personalized nutrition, biotechnology, and digital therapeutics, while building readiness in knowledge, partnerships, and business models to lay the foundation for future S-Curve growth. In parallel, the Company will also consider inorganic growth opportunities, particularly through acquisitions, joint investments, or strategic partnerships with high-potential businesses that are aligned with its growth direction in the longevity and healthy aging sector. The Company will place emphasis on selecting investment targets that can create synergies with its existing businesses in terms of products, innovation, portfolio expansion into higher value-added products and services, and the development of an integrated longevity-focused business platform in the future.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The organization has a general understanding of Longevity, including medical, technological, and consumer behavior aspects. • The organization explores potential collaborations with health technology partners, such as research institutes or government agencies. • The organization can evaluate and identify longevity-related business models that fit its capabilities for potential future investment or development.	• Furthered healthcare innovation collaboration through the signing of an MOU with Premier Innova to jointly develop knowledge, technologies, and new healthcare products, supporting growth opportunities in the Longevity business. • Invested in Lamoon to strengthen the Mommy & Me platform, expand the product portfolio and consumer base, and capture further growth opportunities in the health and wellness market.

Strategic Plan 4 : Enhancing Operational Excellence

1. **Organizational and Talent Development**
   - The Company aims to develop its organizational structure and workforce in alignment with its future growth direction by adapting its organizational model to appropriately support the expansion of new businesses, while also investing in the development of employees’ knowledge, skills, and capabilities. This approach is intended to enhance organizational readiness and build a strong foundation for long-term growth.
2. **Process Improvement**

- The Company aims to enhance its operational efficiency through improvements in work processes and the systematic adoption of digital technologies. Key areas of focus include developing information systems to support analysis and reporting, improving logistics efficiency, integrating workflows across functions, and implementing automation to reduce redundant tasks. The Company will also enhance its operating systems to enable seamless collaboration with business partners, while maximizing the use of data in operations, customer coordination, and business decision-making. This approach is intended to improve overall business effectiveness.

3. Policy Development

- The Company aims to review and improve its corporate policies to align with emerging business trends, evolving operating directions, and a changing business environment. This is intended to ensure that corporate policies can effectively support the Company's growth, provide greater flexibility, and promote aligned management across the organization.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue From Operations (MILLION BAHT)	2,977.00	3,311.00	3,683.00	2506.12	1220.59

Strategic Initiative

Strategic Initiative : The Company aims to enhance its operational excellence in order to build an efficient organizational foundation capable of supporting long-term business growth. This strategy focuses on developing talent and organizational structure in line with the Company's business direction, improving work processes through the adoption of technology and information systems to enhance agility, accuracy, and efficiency, and reviewing and improving corporate policies and support systems to remain aligned with evolving business trends and a changing operating environment. These efforts are intended to enable the organization to operate more effectively, ensure smoother integration across functions, and support the Company's growth in a stable and continuous manner. In addition, they are expected to enhance the Company's long-term profitability while supporting sound risk management and greater value creation.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The Company begins to adjust its organizational structure and roles to better align with its business growth direction, while enhancing employee readiness in terms of the required knowledge, skills, and capabilities. • Cross-functional collaboration becomes clearer and more agile, helping reduce duplication and improve operating efficiency. • The Company begins reviewing and improving relevant policies to align with business trends and the organization's new operating direction. • The Company begins to adopt modern technologies to enhance production processes for maximum effectiveness.	• The enhancement of organizational structure, people capabilities, and ways of working progressed as planned, with the aim of increasing agility and supporting the Company's growth direction. • Work process improvements and the adoption of technology continued, with a focus on enhancing the organization's operational efficiency.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

2026: Review the definition of independent directors to be more stringent than the SEC's minimum requirements and establish clear guidelines for the annual independence assessment.
2027: Promote the arrangement of Independent Directors Meetings without the participation of the management team at least 1-2 times a year to provide an opportunity to discuss management issues, strategies, and executive performance evaluations.
2028: Elevate the board's independence practices to align with international standards (e.g., ASEAN CG Scorecard) and prepare an advance recruitment plan for independent directors who will complete their terms (the 9-year consecutive limit).

Targets

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

Progress description

Dr. Sunee Sornchainathanasuk, Independent Director, who possesses all qualifications required under the applicable criteria for independent directors, and has the appropriate knowledge, capabilities, and experience to perform her duties, serves as the Chairperson of the Board of Directors of T. Man Pharmaceutical Public Company Limited. Further details regarding her profile, qualifications, and experience are available in the 2025 Annual Report (One Report 2025).

Strategic Initiative

Strategic Initiative : The Company is committed to upholding international corporate governance standards by requiring the Chairman of the Board to be an Independent Director, thereby strengthening effective checks and balances. Concurrently, we strive to maintain an 'Excellent' CGR rating in the Board Responsibilities category and refine our Board structure to align with the Thailand ESG Fund (Thai ESG) investment criteria, ensuring long-term investor confidence.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The company establishes clear and robust criteria for assessing independence. All independent directors can perform their duties and provide unbiased recommendations, operating truly free from any Conflicts of Interest.	The Company has established a Board of Directors and sub-committee structure comprising independent directors in accordance with the applicable criteria, with the aim of promoting effective checks and balances and oversight. The independent directors possess all qualifications required under the applicable criteria and are able to perform their duties independently, objectively, and free from conflicts of interest. The Board of Directors and its sub-committees have continuously performed their duties in accordance with good corporate governance principles and established guidelines. All directors attend scheduled meetings as required and provide independent

Year	Expected Outcomes	Actual Result
		opinions and recommendations, with due regard to the best interests of the Company and its stakeholders, thereby ensuring that the Board's oversight and decision-making processes are effective and transparent. In addition, the Company has established a Governance and Sustainability Committee to further strengthen its Corporate Governance oversight, as well as enhance the effectiveness of the Board's oversight, monitoring, and checks-and-balances mechanisms, thereby reinforcing long-term investor confidence.

Increasing the diversity of the board of directors

2026 - 2027: Establish policies and recruitment plans to maintain the existing outstanding gender diversity in the composition of the Board of Directors.
2028: Reinforce leadership in corporate governance by maintaining the proportion of female directors on the board at a level of no less than 30%.

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.	-	-	-	Complete	Success

Progress description

The Company places importance on promoting diversity within the Board of Directors and has set a target to maintain female representation on the Board at no less than 30% by 2028. Currently, the Company has 5 female directors out of a total of 9 directors, representing 55.6%, which is well above the established target. This demonstrates the Company's commitment to promoting gender diversity and maintaining a balanced Board composition, supporting effective corporate governance and more diverse and well-rounded decision-making.

Strategic Initiative

Strategic Initiative : Revise the Diversity Policy in writing and disclose it to the public, highlighting the organization's success in gender balance.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The board has a clear framework and database to promote the role of women at the policy-making level.	The Company has established and implemented its Diversity Policy to promote diversity in the consideration and nomination

Year	Expected Outcomes	Actual Result
		of directors, with emphasis on gender diversity as well as the knowledge, capabilities, experience, and skills relevant to the Board’s roles and responsibilities. Currently, the Board of Directors comprises 5 female directors out of a total of 9 directors, representing 55.6%, demonstrating the Company’s success in promoting gender diversity and women’s representation at the governance and policy-making level. This supports a balanced Board composition and is aligned with internationally recognized good corporate governance principles.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

2026 (Declaration of Intent): Submit a declaration of intent to join the Thai Private Sector Collective Action Against Corruption (CAC) and improve the Internal Control system to comply with the 71 assessment criteria.
2027 (Certification): Apply for certification and achieve CAC Certified status, while expanding the enforcement of the "Anti-Corruption Policy" to business partners and critical suppliers (Critical Tier 1).

Targets

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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
		certification.			
Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies	In Progress	In Progress	Complete	-	In process

Progress description

The Company has continuously implemented its anti-corruption and anti-bribery policy and practices. The policy and practices, which comprehensively cover the Company's business operations, have been established and approved by the Board of Directors. The Company also regularly monitors and evaluates compliance with such policy and practices, with audit results reported to the Board of Directors at least once a year. Corrective and preventive measures are established in the event that any deficiencies are identified. In addition, the Company conducts an annual review of its anti-corruption and anti-bribery policy and practices to ensure alignment with its business operations and good corporate governance principles. As part of its efforts to further strengthen its anti-corruption and anti-bribery practices, the Company plans to submit its declaration of intent to join the Thai Private Sector Collective Action Against Corruption (CAC) within 2026. The Company is currently preparing to enhance its internal control system to align with the CAC assessment criteria in preparation for applying for CAC Certified status in the next phase. In addition, the Company plans to establish guidelines for monitoring and assessing the compliance of its critical Tier 1 business partners with the Company's anti-corruption and anti-bribery policy, with the aim of extending anti-corruption practices throughout the supply chain.

Strategic Initiative

Strategic Initiative : Initiate the "Clean Supply Chain" project to train and evaluate pharmaceutical raw material suppliers.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The organization is well-prepared and has robust internal control standards, laying a crucial foundation for elevating transparency.	The Company is currently implementing the "Clean Supply Chain" program to strengthen governance standards and transparency throughout its supply chain. The program focuses on enhancing awareness and promoting compliance with the Company's ethical principles and business standards among pharmaceutical raw material suppliers, as well as assessing and monitoring their compliance with the established requirements. This initiative aims to ensure that suppliers conduct their businesses transparently and responsibly, in alignment with the Company's standards. The program is currently being progressively extended to relevant suppliers.

Governance of Risk and Management Compliance

Strengthening emerging risk oversight practices

2026: Identify and develop an Emerging Risk Map.

2027: Integrate emerging risk assessment into the corporate strategic planning process and begin using Scenario Analysis tools.

2028: Elevate the Enterprise Risk Management (ERM) framework and disclose sustainability risk information according to international standards (e.g., TCFD or IFRS S2).

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for managing emerging risks.	-	-	-	Complete	Success
Conduct an analysis to identify and assess a minimum of three emerging risks with potential business impact.	-	-	-	Complete	Success
Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans	-	-	-	Complete	Success
Engagement of senior management in the tracking and decision processes related to emerging risks.	-	-	-	Complete	Success
Assess and create response plans for new emerging risks at least twice a year and implement them in actual business operations.	In Progress	Complete	Complete	-	In progress

Strategic Initiative

Strategic Initiative : Establish a Taskforce to monitor Global Megatrends and organize a Foresight Thinking workshop for executives.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The organization consistently monitors risks and has an effective warning method capable of identifying new threats that could impact the pharmaceutical business in the long term.	Currently in progress. Meanwhile, the Company holds monthly Executive Committee (EXCOM) meetings attended by senior management, where risks and factors that may impact the business are raised and considered in a timely manner. Given the Company’s dynamic and agile operating environment, it is able to respond promptly to emerging risks and changes.

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

Objectives

- To ensure leadership continuit
- To mitigate key person risk.
- To systematically develop the next generation of leaders in alignment with corporate strategy.
- To elevate corporate governance standards in human capital management

2026: Identification & Framework Design Phase and Criteria for critical positions. The company will formally identify “critical positions
2027: Structured Leadership Acceleration Phase. Leadership Development Program. An intensive program will be designed and executed for the identified talent pool.
2028: Formal Succession & Transition Phase. Succession Readiness Assessment and Formal Transition Plan

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	Success
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	Success
Enhance and extend the succession planning framework to encompass director-level positions and other key roles critical to the organization	In Progress	In Progress	Success	-	In Progress

Strategic Initiative

Strategic Initiative : Establish a Succession Planning Committee and create concrete Individual Development Plans (IDP) for the Talent group.

Status On track

Year	Expected Outcomes	Actual Result
2026	• The organization has a clear overview of positions vulnerable to personnel shortages and a preliminary list of successors for systematic development preparation.	Currenly 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://investor.tmanpharmaceutical.com/storage/content/download/climate-change-report/climate-change-report-2025-th.pdf

T.Man Pharmaceutical Public Company Limited engages in the manufacturing and/or distribution of pharmaceutical products and healthcare products under the Group's brands, as well as contract manufacturing and/or distribution of pharmaceutical and healthcare products under third-party brands. The Group's products can be categorized into four main groups: modern medicines, herbal products, dietary supplements and cosmetics, and other healthcare products.
T.Man Pharmaceutical Public Company Limited is committed to sustainable business development, with responsibility toward society and the environment. The Company conducts its operations with consideration of environmental impacts, including global warming. Accordingly, the Company has established a policy to prepare greenhouse gas (GHG) emission and removal reports in accordance with ISO 14064-1:2018, in order to assess greenhouse gas emissions arising from its operations and activities. This also serves as a tool for calculating GHG emissions, leading to the formulation of effective management approaches to reduce such emissions. In parallel, the Company aims to enhance employee understanding and capability in reporting GHG emissions and removals in the future. The Company has conducted an organizational carbon footprint assessment in accordance with ISO 14064-1:2018, defining its organizational boundary based on the operational control approach. The greenhouse gases considered include carbon dioxide (CO_2), methane (CH), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF), and nitrogen trifluoride (NF). The Company hereby certifies the results for Categories 1–4 with a reasonable level of assurance and a materiality threshold of 5%.

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

Decarbonization

Targets

Title	GHG emissions in the base year (tCO_2e)	Target for reducing GHG emissions compared with the base year (% Reduction)			Actual Greenhouse Gas Emission (% Reduction)
	2025	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	8798.58	1	3	5	In progress

Strategic Initiative

Strategic Initiative : Preparation and Implementation of Greenhouse Gas Emission Reduction Plan

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Increase the use of clean renewable energy in operational processes, such as solar cells.	The Group has fully installed and is utilizing solar cell systems across both manufacturing plants.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/TMAN0_JUMP%2B_Plan_Year_2026-2028_EN.pdf