Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

T.M.C. INDUSTRIAL PUBLIC COMPANY LIMITED

(TMC)

at 30 June 2026

This report was disseminated on 20/08/2026

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JUMP+

T.M.C. INDUSTRIAL PUBLIC COMPANY LIMITED

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Industrial

CG Report :

SET ESG Ratings: **-**

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

Business Type

The Company engage in the manufacturing and distribution of high quality hydraulic machines such as hydraulic press, crane, and handling equipment, maintenance service and metal machining service, mechanical press machine and automation system design for manufacturing.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	287.42	278.40	338.11	364.09
Expenses	281.49	286.50	321.52	258.24
Net Profit	-14.40	-29.27	14.74	266.64
Balance Sheet (MB)				
Assets	654.69	684.56	735.84	734.53
Liabilities	74.15	89.68	118.81	139.37
Shareholders' Equity	580.54	594.88	617.03	595.16
Cash Flow (MB)				
Operating	-16.92	-37.92	-11.04	28.72
Investing	26.75	36.15	-10.51	314.60
Financing	-3.34	-2.96	6.75	-245.04
Financial Ratio				
EPS (Baht)	-0.03	-0.06	0.03	0.58
GP Margin (%)	20.84	16.66	18.51	21.78
NP Margin (%)	-5.01	-10.51	4.36	73.24
D/E Ratio (Times)	0.13	0.15	0.19	0.23
ROE (%)	-2.45	-4.83	2.43	57.73
ROA (%)	-2.02	-4.01	2.40	38.42

JUMP+ Plan

Business Plan

Target in 2028

EBITDA	**40.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : "TMC" Drive+ Plan: Driving revenue with the power of innovation and technology	✓		

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Formulation of a succession plan for the CEO, executive management, and critical roles

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
EBITDA (Million Baht)	40.00	3.30	-2.65

Reflecting the expansion of the business through an increase in revenue compared to the previous period and the ability to expand into the market, reflecting the strong ability of the business to generate revenue and the future growth trend. Measuring the change in the net profit of the organization compared to the previous period reflects the ability of the organization to increase profit after deducting all expenses, including strategic adjustments to generate revenue or control costs, and the organization's long-term competitiveness.

Progress description

In Q1, the company achieved growth, demonstrating that market demand and revenue-generating potential remain intact; however, a decline in Q2 revenue caused the cumulative six-month revenue to fall below the previous year's figures. The strategy for the second half of the year focuses on revenue recovery by accelerating the closure of high-priority sales opportunities ("Hot Pipeline"), increasing sales from existing clients, and prioritizing high-value projects. Additionally, a "Rolling Forecast" system is being implemented to identify potential revenue gaps in advance, allowing for corrective actions before financial performance is impacted.

Growth plan/Increase business value

Strategic Plan : "TMC" Drive+ Plan: Driving revenue with the power of innovation and technology

Aim to generate income by driving the organization "Drive+" with innovation and technology with a quality team to create sustainable sales "Innovative Accelerate Achieve" Focus: Using innovation and technology to help increase sales efficiency, creating added value from products, after-sales service and production processes.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	5	7	9	3.24	18
Net Profit Growth (%) YoY Growth Rate	5	7	9	50.82	54.84

Progress description

A comparison of operating results for the first six months of 2025 and 2026 reveals that the company achieved 18% revenue growth, indicating continued expansion. However, this revenue growth has not yet translated into profitability in line with targets; EBITDA stood at -2.65 million baht against a target of 40 million baht. Meanwhile, although Net Profit remained negative, the loss narrowed by 54.84% compared to 2025. This reflects an improving trend, yet further efforts are required to enhance revenue quality and control costs to ensure that revenue growth leads to sustainable profitability.

Strategic Initiative

Strategic Initiative : Newly developed original products New Products

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Increase total sales by 5% year-on-year. • Expand the customer base, particularly those previously disinterested in older products. • Increase repeat purchase rates. • Increase the proportion of revenue from new products by at least 5%	Increase total sales for the 6M/2026 increased by 18% compared to the same period in 6M/2025. This growth was driven by prioritizing high-probability deals and actively managing forecasts across existing clients, new customers, and products capable of generating short-term revenue. A "Service-to-Sales" strategy was employed, leveraging initial engagements-such as repairs, maintenance, retrofitting, and spare parts-to pave the way for sales of new machinery or products. Additionally, a customer conversion plan was implemented to track the progression of new clients toward repeat orders and cross-selling opportunities. Consequently, the revenue contribution from new products rose to 12.45% during this period.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company aims to foster a culture of transparency and integrity by encouraging personnel at all levels to operate with honesty and integrity and adhere to business ethics. This includes fostering awareness in all sectors to elevate the organization to become a model of sustainable transparency and good governance.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	Success	Success	In Progress	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	In Progress	Success	Success	In Progress	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	In Progress	Success	Success	In Progress	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Success	Success	Success	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	Certified	Certified	Signatory	Certified
Report incidents or suspected incidents of serious corruption, illegal practices or other irregularities that may significantly affect the Company's reputation and financial position to the Board of Directors on a quarterly basis.	Success	Success	Success	-	Success

Progress description

The Company is committed to conducting business in accordance with good corporate governance principles, prioritizing integrity, transparency, accountability, and fair treatment of stakeholders. Furthermore, it adheres to ethical business practices and codes of conduct to build confidence and create sustainable value for shareholders, investors, business partners, customers, employees, and all stakeholder groups.

The Company fosters an organizational culture that does not tolerate fraud or corruption in any form. It has established anti-corruption policies and guidelines that all personnel-from the Board of Directors and executives to employees-must strictly observe, while also promoting knowledge and understanding of these matters and a sense of morality, ethics, and responsibility in the performance of duties, ensuring that business operations and decision-making are transparent, auditable, and in compliance with relevant laws, regulations, and requirements.

Furthermore, the Company places importance on establishing appropriate internal control systems and governance processes to prevent and mitigate risks associated with fraud and corruption, including the provision of whistleblowing channels for employees to report concerns and complaints and stakeholders may report information or raise concerns regarding actions that may not comply with laws, policies, the Code of Business Conduct, or good corporate governance principles. Appropriate processes are in place to receive, investigate, and consider complaints, with a strong emphasis on maintaining confidentiality and protecting whistleblowers in accordance with the Company’s established guidelines.

The Company is currently certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC), reflecting its commitment to developing and elevating anti-corruption measures to integrate them into the organization's corporate governance system and business operations.

The Company recognizes that anti-corruption efforts go beyond mere compliance with laws and regulations; they are a vital component of fostering a corporate culture rooted in integrity. Consequently, the Company is committed to encouraging the participation of personnel and stakeholders, while continuously reviewing and enhancing relevant policies, control measures, and practices to ensure they remain appropriate for the business context and associated risks.

Guided by this approach, the company aims to elevate its operational standards-ensuring transparency, accountability, and responsibility-to strengthen stakeholder confidence and support organizational growth based on good governance principles, while simultaneously creating sustainable long-term value for society and the nation.

Strategic Initiative

Strategic Initiative 1 : Review the anti-corruption policy and practices to the Board of Directors at least once a year.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Policies and procedures are reviewed annually and submitted to the Board for approval. • ≥ 95% of employees have completed training or are aware of the revised policies.	The Company reviews its policies and practices annually and submits them to the Board of Directors for approval. 100% of employees have undergone training on, or have been informed of, the revised policies.

Strategic Initiative 2 : Certified Thai Private Sector Collective Action Against Corruption (CAC) by the Thai Institute of Directors Association (Thai IOD).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Established a CAC working group and completed a Gap Analysis. • Supporting documents and evidence will be ready for submission for CAC certification by the end of 2026. • Received CAC certification from the Thai Institute of Directors Association (IOD).	The Company has received CAC certification from the Thai Institute of Directors (IOD).

Strategic Initiative 3 : Report serious corruption/illegal activity/irregularities

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• A quarterly reporting system for serious incidents has been established. • All suspected cases of corruption are investigated and reported to the committee within 30 days.	Successfully established a quarterly reporting system for serious incidents for all quarters by developing an operational manual for the whistleblowing and complaint system. Whether involving fraud or not, the matter must be reported to the Executive Committee, the Chief Executive Officer, or the Managing Director. Furthermore, the results of the investigation into the reported issue or complaint must be communicated to the Board of Directors and the whistleblower (if their identity was disclosed) within 30 days of receiving the report or complaint.

Enhancing whistleblowing mechanisms

The Company is committed to fostering a culture of transparency and accountability by encouraging employees and stakeholders to express constructive concerns about impropriety through a fair and safe whistleblowing system. This aims to prevent and investigate potential violations of the law and ethics, leading to transparent and sustainable management.

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.	Success	Success	Success	In Progress	Success
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	-	-	-	Complete	Success
Appointment of an impartial recipient for whistleblowing reports.	-	-	-	Complete	Success
All complaints are thoroughly investigated,and outcomes	-	-	-	Complete	Success

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.					
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	Success	Success	Success	In Progress	Success
Steps for preparing and improving the policy plan to raise the level of whistleblowing.	In Progress	Success	Success	-	In Progress
Steps for developing and improving the efficiency of the whistleblowing system.	Not Started	In Progress	Success	-	Not Started
Develop and expand whistleblowing channels	Not Started	Success	Success	-	Not Started

Progress description

The Company is committed to fostering a corporate culture founded on integrity, transparency, accountability, and good corporate governance. It encourages directors, executives, employees, and all groups of stakeholders to actively participate in monitoring and oversight, and to speak up by reporting any information or concerns regarding conduct that may be improper, inappropriate, or in violation of applicable laws, rules, regulations, Company policies, the Code of Business Ethics, as well as any form of fraud or corruption.

The Company provides appropriate and accessible whistleblowing and complaint channels to facilitate the reporting of information by employees and stakeholders. A systematic process has been established for receiving reports, conducting preliminary reviews, fact-finding, and determining appropriate actions in a fair and impartial manner. This ensures that all complaints and whistleblowing reports received are properly considered and handled in accordance with the principles of good corporate governance.

The Company places the utmost importance on maintaining the confidentiality of information and protecting whistleblowers, complainants, informants, and individuals who cooperate in the investigation process. Disclosure of information is limited strictly to what is necessary for the investigation and related procedures. The Company also implements measures to protect such individuals from unfair treatment, intimidation, harassment, discrimination, or any adverse consequences resulting from whistleblowing or providing information in good faith.

Upon receiving a whistleblowing report or complaint, the Company will review and investigate the matter in accordance with its established procedures, while ensuring fairness to all parties involved. Relevant persons will be given an opportunity to provide explanations and submit supporting evidence. If the investigation finds that any conduct has violated applicable laws, rules, regulations, Company policies, or the Code of Business Ethics, the Company will take appropriate action, including disciplinary measures and/or legal action, as applicable.

In addition, the Company will analyze information and issues arising from whistleblowing reports and complaints to assess risks, identify the root causes of problems, and consider improvements to operational processes, internal control systems, and relevant preventive measures. These efforts are intended to reduce the likelihood of recurrence and continuously enhance the effectiveness of the Company's corporate governance system.

The Company believes that an effective, fair, secure, and trusted whistleblowing system is an essential mechanism for preventing and detecting inappropriate conduct. It also helps foster a corporate culture of zero tolerance for fraud and corruption and supports the Company in conducting its business with transparency, accountability, responsibility, and in accordance with the principles of good corporate governance.

This approach aims to strengthen the confidence of shareholders, investors, employees, business partners, customers, and all groups of stakeholders, ultimately contributing to the Company's long-term sustainable growth and value creation.

Strategic Initiative

Strategic Initiative 1 : Developing and improving the efficiency of the whistleblowing system

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Study best practice whistleblowing systems (e.g., IOD, CAC). • Design a whistleblowing system structure that covers various channels, such as email, website forms, hotlines, and third-party	Research best-practice whistleblowing systems based on guidelines and recommendations from the Thai Institute of Directors (IOD) and the Thai Private Sector Collective Action

Year	Expected Outcomes	Actual Result
	providers. • Establish data confidentiality levels and whistleblower protection measures (Data Security & Anonymity Protocol). • The whistleblowing system structure and process must be approved by the committee by 2026. • At least three official whistleblowing channels must be in place.	Against Corruption (CAC). Develop an operational manual for the whistleblowing and complaint handling system. Review the Company's Anti-Fraud and Anti-Corruption Policy and Guidelines and submit them to the Board of Directors for consideration. The Company provides six channels for whistleblowing and submitting complaints.

Strategic Initiative 2 : Develop and expand whistleblowing channels

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review existing channels and design ways to expand into new channels (email, complaint box, website, hotline). • Develop a standardized "Whistleblowing Form" and complaint handling process across the organization. • Assign a responsible person for each channel (Whistleblowing Channel Owner). • Test the security and privacy of existing channels.	Survey the existing whistleblowing channels and design an approach to expand and introduce new channels. Develop a Whistleblowing and Complaint Form (Whistleblowing Form) and designate responsible personnel for each reporting channel. In collaboration with the Information Technology Department, develop a QR Code-based whistleblowing and complaint reporting system and conduct system testing. The test results confirm that the system is secure, maintains the confidentiality of reported information, and is capable of protecting the identity of whistleblowers 100%.

Governance of Risk and Management Compliance

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

The Company is committed to developing and enhancing a systematic, transparent, and efficient succession plan to ensure continuity of management and reduce the risk of key personnel shortages. This focus is placed on identifying high-potential individuals. This ensures the organization has knowledgeable and capable personnel ready to succeed to key positions and promotes a continuous and sustainable organizational learning culture.

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	In Progress	Success	Success	In Progress	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
reviewing and updating job descriptions to ensure clarity and relevance,and specifying essential competencies for each position.					
Identification and assessment of high-potential employees for future key roles.	In Progress	Success	Success	In Progress	In Progress
Development of Individual Development Plans	In Progress	Success	Success	In Progress	In Progress
Monitor IDP progress and evaluate the overall effectiveness of the succession plan,ensuring key role incumbents participate in and complete essential training and skill development.	In Progress	Success	Success	In Progress	In Progress
Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.	In Progress	Success	Success	In Progress	In Progress
Succession Policy & Framework Development	In Progress	Success	Success	-	In Progress
Identify & Assess Critical Positions	In Progress	Success	Success	-	In Progress
Identify Successor Candidates & Talent Pool	In Progress	Success	Success	-	In Progress
Successor Development Program	Not Started	In Progress	Success	-	Not Started
Monitoring & Reporting System	Not Started	In Progress	Success	-	Not Started
Sustainability & Governance Enhancement	Not Started	In Progress	Success	-	Not Started

Progress description

The Company has established an approach to regularly monitor and review its Succession Plan, as well as periodically assess the readiness of high-potential employees, to ensure alignment with changes in the organizational structure, business strategy, technology, and business environment. The Company also promotes Knowledge Management to mitigate the risk of losing critical organizational knowledge when personnel changes occur.

The Company believes that effective succession planning contributes to management continuity and organizational stability, reduces human capital risks, and strengthens the readiness of the next generation of leaders. It also provides opportunities for high-potential employees to develop and advance according to their capabilities, thereby fostering a culture of continuous learning and people development.

Furthermore, the Company is committed to developing its succession planning system as an integral part of human capital management and enterprise risk management. This is intended to ensure that the Company has personnel with the necessary knowledge, capabilities, integrity, and leadership qualities to respond effectively to change and drive the organization in accordance with its strategic direction.

Through these efforts, the Company aims to strengthen the confidence of shareholders, investors, employees, and all groups of stakeholders, while supporting the Company’s stable and sustainable long-term growth.

Strategic Initiative

Strategic Initiative 1 : Enhancing succession plan for the CEO, executives, and personnel in key positions

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Succession Policy covering the CEO, executives, and key positions. • Succession Governance Structure and responsible persons at each level, such as the Nomination Committee (NRC), Human Resources, and Succession Committee. • Develop a Succession Planning Framework Manual to serve as a central standard for the organization. • Establish successor selection criteria. • Identify at least 70% of potential candidates for each key position.	The Company has communicated its Succession Planning Policy to all executives and employees to ensure organization-wide awareness and understanding.A Succession Committee and a Succession Working Team have been appointed to oversee and implement the succession plan effectively, transparently, and fairly. The roles and responsibilities of both the Succession Committee and the Succession Working Team have been clearly defined.The Company has developed a Succession Planning Framework Manual, which includes defined criteria and guidelines for the selection and assessment of potential successors.Potential successors have been preliminarily identified for 72.70% of key positions.

Strategic Initiative 2 : Sustainability & Governance Enhancement

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Study relevant guidelines and standards, such as the CG Code, ESG Principles, and Human Resource Planning. • Develop a "Succession Sustainability Roadmap." • Organize a workshop to enhance senior executives' understanding of the link between succession and ESG and corporate governance. • Initiate data collection and sustainability KPIs for human resource management.	Currently studying relevant guidelines and standards to establish an approach for enhancing the Succession Plan toward long-term sustainability.

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

The Company has a plan for managing greenhouse gas emissions, collecting data, and reporting greenhouse gas emissions in accordance with international standards to reflect the environmental impact of the organization transparently and comprehensively across all activities in Scope 1 and Scope 2.

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 Greenhouse Gas Emissions Reduction Plan (GHG Mitigation Plan)	In Progress	In Progress	Success	In Progress

Progress description

The working team has been formally appointed. The Company is currently in the process of collecting base-year data for Scope 1, Scope 2, and selected categories of Scope 3 greenhouse gas emissions, while analyzing the data to identify the major sources of greenhouse gas emissions.

In addition, the Company is studying appropriate greenhouse gas emission reduction measures in collaboration with the National Science and Technology Development Agency (NSTDA), with the aim of establishing emission reduction targets and developing a Greenhouse Gas Emission Reduction Plan in the next phase.

Strategic Initiative

Strategic Initiative 1 : Climate Action

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Set up the system and start collecting data. Define the scope and appoint a working group. Start collecting data for Scope 1-2 and some parts of Scope 3.	The working team has been formally appointed. The Company is currently in the process of collecting and compiling base-year data for Scope 1, Scope 2, and selected categories of Scope 3 greenhouse gas emissions.

Strategic Initiative 2 : Develop a Greenhouse Gas Emissions Reduction Plan (GHG Mitigation Plan)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Analyze data from the GHG Inventory (Scope 1–2) to identify "Major Emission Sources."	Currently analyzing the greenhouse gas inventory data (Scope 1, Scope 2, and selected categories of Scope 3) to identify the major emission sources. In parallel, the Company is working with

Year	Expected Outcomes	Actual Result
	• Study appropriate emission reduction measures, such as renewable energy use, energy efficiency improvements, waste management, and fossil fuel reduction. • Establish a "GHG Reduction Target" of 7% within three years. • Develop a GHG Mitigation Master Plan.	consultants to study appropriate greenhouse gas emission reduction measures, with the aim of establishing emission reduction targets and developing suitable measures for further implementation.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

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