Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

THANAPIRIYA PUBLIC COMPANY LIMITED

(TNP)

at 30 June 2026

This report was disseminated on 21/08/2026

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JUMP+

THANAPIRIYA PUBLIC COMPANY LIMITED

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Services

CG Report :

SET ESG Ratings: **-**

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

Business Type

TNP is a retailer and a wholesaler of consumer goods excluding fresh food under the name "Thanapiriya". Now, TNP owns and operates 56 stores dividing into 55 supermarket stores and 1 wholesale store.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	3,106.89	2,893.08	2,632.61	2,448.73
Expenses	2,839.68	2,659.83	2,437.75	2,262.27
Net Profit	212.57	185.54	155.53	149.01
Balance Sheet (MB)				
Assets	1,808.08	1,566.86	1,406.65	1,249.51
Liabilities	483.13	372.48	327.80	258.96
Shareholders' Equity	1,324.95	1,194.39	1,078.85	990.56
Cash Flow (MB)				
Operating	267.07	217.89	203.46	112.27
Investing	-124.57	-149.86	-87.96	-116.22
Financing	-48.16	-46.46	-72.04	-71.82
Financial Ratio				
EPS (Baht)	0.27	0.23	0.19	0.19
GP Margin (%)	18.28	17.56	16.83	17.15
NP Margin (%)	6.84	6.41	5.91	6.09
D/E Ratio (Times)	0.36	0.31	0.30	0.26
ROE (%)	16.87	16.32	15.03	15.68
ROA (%)	15.83	15.69	14.67	15.29

JUMP+ Plan

Business Plan

Target in 2028

Revenues from sales	**3,900-4,500** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Drive accelerated growth through a dual expansion strategy	✓		

Governance Plan

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

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Revenues from sales (Million Baht)	3,900-4,500	3,091	1,624

Drive growth and market expansion over the next three years through the opening of 30 new branches and the expanding of the authorised distributor network via broader distributorship coverage.

Progress description

New Branch Expansion

- In the first half of 2026, the company opened 3 new branches.
- There are 6 branches under construction, with 2 scheduled to open in September 2026.

Expansion of Authorized Distributor Channels

- In the first half of 2026, the company considered one new brand, but it was not approved, due to investment risks and fuel costs. Currently, the company still has 2 authorized distributor partners.

Growth plan/Increase business value

Strategic Plan : Drive accelerated growth through a dual expansion strategy

Drive accelerated growth through branch network expansion (30 new branches in existing and new provinces) and strengthened strategic brand partnerships to accelerate sales growth and widen market reach, while increasing purchasing volume to strengthen bargaining power with suppliers

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue From Operations (MILLION BAHT)	3,300-3,450	3,600-3,900	3,900-4,500	3,091	1,624

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
opening new branches	Additional 8 branches total 64 Branches	Additional 10 branches total 74 Branches	Additional 12 branches total 86 Branches	Total 56 branches	Opening 3 new branches.

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Expanding of the authorised distributor	Distribute 1 new brand (3 brands in total)	Distribute 1-2 new brands (4 brands in total)	Distribute 1-2 new brands (5 brands in total)	Selling products under authorized distributor agreements for 2 brands.	The Company has not appointed any new authorized distributors.

Strategic Initiative

Strategic Initiative 1 : Expand in new branch in new targeted area within the next three years to accelerate growth

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Successfully set up and open 8 new branches	In the first half of 2026, the company opened 3 new branches. There are 6 branches under construction, with 2 scheduled to open in September 2026.

Strategic Initiative 2 : Strengthen strategic brand partnership business to expand the partner portfolio and broaden distribution coverage

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• Initiate outreach to 3 to 5 potential brand partners • Maintain coverage in existing areas	In the first half of 2026, the company considered one new brand, but it was not approved, due to investment risks and fuel costs. Currently, the company still has 2 authorized distributor partners.

Strategic Initiative 3 : Upgrade ERP and related system into an integrated, data-driven platform to support revenue growth and performance management

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Consider and select a new system for implementation within the third quarter.	The Company has invited vendors to present their new software solutions and is currently in the process of selecting the most suitable solution.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

This strategic plan aims to enhance governance effectiveness by conducting regular Board performance assessments, identifying improvement areas, and promoting continuous development in alignment with best practices

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company engages external consultants to support the development of the Board's evaluation framework and to provide recommendations for the Board’s performance assessment	In Progress	In Progress	Success	Not Started	In Progress

Progress description

The Company has revised its key policies and handbooks to align with the Stock Exchange of Thailand’s principles of good corporate governance. The revised documents have been approved by the Board of Directors.

Strategic Initiative

Strategic Initiative : Engages external advisors to define guidelines and provide recommendations on Board performance evaluation

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop written policies and documentation related to Board assessment, encompassing directors’ profiles, code of conduct, business ethics, policies and documents concerning the evaluation of the Board of Directors, sub-committees, and senior management, as well as the remuneration structure and other requirements specified by the Board and its sub-committees • Obtain approval for all policies/document from the Company’s Board of Director	The Company has revised its key policies and handbooks to align with the Stock Exchange of Thailand’s principles of good corporate governance. The revised documents have been approved by the Board of Directors as follows: • Good Corporate Governance Policy • HandbookCode of Conduct

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

This strategic plan aims to strengthen a transparent and credible governance framework for ongoing corruption prevention through continuous policy improvements, the promotion of a culture of integrity, and the renewal of accreditation from the Thai Private Sector Collective Anti-Corruption Commission (CAC).

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)	-	-	-	Certified	Certified
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 Progress

Strategic Initiative

Strategic Initiative 1 : CAC Re-certification

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Prepare CAC documents in accordance with the checklist	The Company has developed an action plan in preparation for re-new CAC certification. The plan was approved at the Anti-Corruption Committee Meeting No. 1/2026, held on August 7, 2026.

Strategic Initiative 2 : 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

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish criteria for selecting Critical Tier 1 suppliers • Select suppliers and finalize the list of selected suppliers • Distribute letters to suppliers to inform them of their anti-corruption policies.	The Company has classified suppliers accounting for 80% of its total procurement value as Critical Tier 1 suppliers. The Company is currently notifying these suppliers of their classification and requesting copies of their anti-corruption policies.

Governance of Risk and Management Compliance

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

This strategic plan aims to ensure leadership continuity and organizational resilience by identifying critical roles, developing succession pipelines, and fostering a culture of ongoing talent development

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	In Progress	Success	In Progress	In Progress
Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.	-	-	-	Complete	Success
Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance,and specifying essential competencies for each position.	-	Success	Success	Not Started	Not Started
Identification and assessment of high-potential employees	-	Success	Success	Not Started	Not Started

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
for future key roles.					
Development of Individual Development Plans	-	Success	Success	Not Started	Not Started
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.	-	-	Success	Not Started	Not Started
Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.	-	-	Success	Not Started	Not Started
Engage an expert to evaluate Human Capital ROI (HCROI),measuring the financial value generated by a company's workforce relative to investments in employee development	Not Started	Not Started	Success	-	Not Started

Strategic Initiative

Strategic Initiative : Developing and implementing a succession planning program.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Not Applicable	Not Applicable

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/TNP0_JUMP%2B_Plan_Year_2026-2028_EN.pdf