Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

WINNER GROUP ENTERPRISE PUBLIC COMPANY LIMITED

(WINNER)

at 30 June 2026

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Table of Contents

WINNER GROUP ENTERPRISE PUBLIC COMPANY LIMITED

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Agro & Food Industry

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

The Company operates its core business as an importer, manufacturer, and distributor of products in the food, diversified industries, and beauty & healthcare sectors. These products are sourced from countries around the world and are also manufactured under the Company?s own brands.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	2,309.72	2,137.29	2,071.77	2,040.18
Expenses	2,122.18	1,998.05	1,913.07	1,982.06
Net Profit	139.68	90.18	113.77	9.40
Balance Sheet (MB)				
Assets	1,239.03	1,289.42	1,232.13	1,320.56
Liabilities	586.62	666.95	615.83	734.04
Shareholders' Equity	652.41	622.48	616.29	586.52
Cash Flow (MB)				
Operating	183.49	92.79	251.18	-4.93
Investing	-28.48	-26.36	-19.38	-21.19
Financing	-165.45	-56.01	-232.05	22.16
Financial Ratio				
EPS (Baht)	0.23	0.15	0.19	0.02
GP Margin (%)	21.99	21.34	21.76	21.49
NP Margin (%)	6.05	4.22	5.49	0.46
D/E Ratio (Times)	0.90	1.07	1.00	1.25
ROE (%)	21.91	14.56	18.92	1.48
ROA (%)	14.22	10.72	12.15	4.40

JUMP+ Plan

Business Plan

Target in 2028

Sales Revenue	**3,000.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Strategic Market & Expansion	✓		
2. Strategic Plan 2 : Value Creation through Innovation and New Products	✓		
3. Strategic Plan 3 : Enhancing Efficiency and Automation		✓	

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing the prevention of insider information
3. Enhancing governance of information security

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Sales Revenue (Million Baht)	3,000.00	2,292.79	1,036.22

Growth plan/Increase business value

Strategic Plan 1 : Strategic Market & Expansion

To expand market accessibility both geographically and across sales channels, while growing the new customer base and strengthening brand image through digital strategies and online channels.

Targets

- Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue From Operations (MILLION BAHT)	2,580.00	2,780.00	3,000.00	2,292.79	1,036.22

Strategic Initiative

Strategic Initiative 1 : Core Food Market Strengthening: Drive growth in the food segment through market penetration, customer relationship management, and building a brand image aligned with consumer needs, supported by activities such as participating in THAIFEX - ANUGA ASIA and Food Ingredients Asia (FI Asia).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• % Sales Growth (Food): 7%	The Company has implemented planned initiatives to support growth and strengthen the food business through key activities, including: • **Participation in THAIFEX – ANUGA ASIA** to enhance brand awareness and brand image, showcase innovations and new products, and create opportunities to reach new customers and expand the customer base. • **Marketing activities,** including Roadshows, Product Demonstrations, and Workshops, to increase product awareness and enhance customers' knowledge, understanding, and product application, with a primary focus on Corporate Brand products.

Year	Expected Outcomes	Actual Result
		• **Customer Co-Creation** through joint product development based on customer needs and market trends to create future growth opportunities. The sales growth rate of the Food segment in the first half of 2026 was -11.5%, remaining below the target growth rate. The Company continues to implement planned initiatives to support business recovery and drive sales growth in the second half of the year.

Strategic Initiative 2 : Beauty & Healthcare Brand & Channel Expansion: Strengthen the OEM business and develop company-owned brands in the E-Commerce and CVS markets.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• % Sales Growth (Beauty & Healthcare): 68%	The Company has implemented planned initiatives to strengthen both the OEM business and company-owned brands through key activities, including: • **Participation in Cosmoprof** to showcase the Company's products and services, enhance market visibility, and create opportunities to reach new customers, particularly in the OEM/ODM segment. • **EZTA rebranding and presenter launch** to strengthen brand image and positioning, while increasing brand awareness among target consumers. • **Consumer engagement** through Social Media by leveraging celebrities, influencers, and KOLs to increase brand awareness and broaden consumer reach. • **Driving sales through E-Commerce channels,** including Affiliate Marketing, with a focus on key platforms such as TikTok and Shopee. The sales growth rate of the Beauty & Healthcare segment in the first half of 2026 was 24.5%, with growth recorded across both the OEM/ODM and owned brand businesses.

Strategic Initiative 3 : Diversified Portfolio Development: Expand the existing and new customer base across industries including personal care, animal feed, pet food, and others.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• % Sales Growth (Diversified): 147%	The Company has implemented planned initiatives to expand the customer base across other industry segments through key activities, including: • **Customer Base Expansion** through regular visits to existing and prospective customers to present products and create additional sales opportunities.

Year	Expected Outcomes	Actual Result
		• **Technical Support and Product Development Collaboration** by providing technical guidance and working closely with customers on product development, particularly in the Personal Care and Supplement segments. • **Product Portfolio Expansion** through sourcing new products from overseas to broaden the product offering and better address customer needs across different industries. The sales growth rate of the Diversified Industries segment in the first half of 2026 was 1.3%, mainly driven by sales growth from manufacturers in the personal care & cosmetics, supplement, and animal feed sectors.

Strategic Plan 2 : Value Creation through Innovation and New Products

Drive innovation across all three business segments through new product development, encompassing new product sourcing, proprietary formulation development, and co-creation / co-development with partners, based on data-driven insights.

Targets

- Other Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
New product sales (% of total sales)	5%	5%	5%	7%	1.2%

Strategic Initiative

Strategic Initiative : Market InsightDriven Sourcing for Innovative Solution: source new products to align with market trends and expand opportunities to develop new projects jointly with customers and suppliers through Co-Creation Projects.

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• New product development and sourcing: 5% of total sales	The Company has implemented planned initiatives to develop and source new products in line with market trends and customer needs through key activities, including: • **New Product Development under Corporate Brand** through the launch of new products under the LILY brand, including whipping cream powder, cream cheese powder, and instant custard powder, to strengthen the Company's owned brand and expand sales opportunities in the bakery ingredients segment. • **NPD Sourcing** from overseas manufacturers to broaden the product portfolio and address market trends. • **Co-Creation with Customers and Suppliers** to develop products in line with customer needs and market trends. • **Standard Formulation Development for OEM/ODM Customers** by developing formulations and product

Year	Expected Outcomes	Actual Result
		concepts aligned with customer needs and market trends across both the Food and Beauty & Healthcare segments. The sales contribution from new products in the first half of 2026 was 1.2% of total sales, remaining below the target due to delays in the launch of certain new products. However, new products scheduled for phased launches in the second half of the year are expected to increase the sales contribution from new products in 2026.

Strategic Plan 3 : Enhancing Efficiency and Automation

Improve processes, reduce complexity, and enhance operational cost-effectiveness through standardized workflows and automation, while strengthening performance through data integration and workforce capability development.

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
On-Time In-Full (OTIF)	99.5%	99.5%	99.5%	99.5%	99.9%

Strategic Initiative

Strategic Initiative : Enhance Supply Chain Efficiency: implement a Warehouse Management System (WMS) to increase storage capacity and improve logistics workflows for greater speed and accuracy.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• WMS Project: WMS vendor selection • On-time In-full (OTIF): > 99.5%	The Company has commenced the Warehouse Management System (WMS) project in accordance with the established plan, with key progress as follows: • **Vendor Selection:** A consultant has been selected to support the design of the WMS structure and system development approach. • **Project Kick-off:** A kick-off meeting was conducted with the consultant and relevant teams to define the project scope, implementation approach, and project plan. • The project is currently in the process of collecting and analyzing existing warehouse workflows to develop process maps and define WMS requirements for the system design and development in the next phase. The On-Time In-Full (OTIF) in the first half of 2026 was 99.9%.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Enhance anti-corruption efforts by establishing systematic standards and guidelines, continuously assessing and monitoring compliance with policies, and declaring intent and applying for CAC certification from the Thai Private Sector Collective Action Against Corruption (CAC). This supports business operations in accordance with good corporate governance principles, reduces legal risks, strengthens corporate reputation, and increases long-term stakeholder confidence.

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	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	Success	Success	Success	In Progress	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	Success	Success	In Progress	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	In the process of applying for certification.	Certified	Not Started	Not Started
Develop and communicate a Supplier Code of Conduct	Develop the Supplier Code of Conduct	Approve and communicate the Supplier Code of Conduct	Key suppliers acknowledge and sign	-	In Progress

Strategic Initiative

Strategic Initiative 1 : Review, Revision, and Monitoring of Compliance with Anti-Corruption Policies and Practices

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and revise anti-corruption policies and practices to ensure clarity and comprehensiveness	• The Company is currently reviewing and revising the anti-corruption policies and practices, with completion expected in Q3/2026.

Strategic Initiative 2 : Application for CAC Certification from the Thai Institute of Directors (Thai IOD)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Declare intent to join CAC	• The Company is currently preparing to declare its intent to join the CAC in Q4/2026.

Strategic Initiative 3 : Development and Communication of the Supplier Code of Conduct

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop the Supplier Code of Conduct, incorporating anti-corruption requirements as an integral part	• The Company is currently developing a Supplier Code of Conduct, with completion expected in Q4/2026.

Enhancing the prevention of insider information

Enhance governance over the prevention of insider information misuse by establishing clear, comprehensive, and up-to-date criteria and Insider Lists; strengthening knowledge and understanding among directors, executives, and employees; and improving monitoring and auditing effectiveness. This is to ensure that controls over the use of insider information are effective and transparent, and to reinforce stakeholder confidence.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	Success	Success	In Progress	In Progress
A Board-approved written policy on insider information prevention has been clearly defined and implemented	In Progress	Success	Success	In Progress	In Progress
A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	In Progress	Success	Success	In Progress	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected,corrective actions and preventive measures are clearly outlined to prevent recurrence	In Progress	Success	Success	In Progress	In Progress
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company's stock price and investor decisions.	Review and revise the policy	Establish and announce the Insider List	Monitor imple mentation	-	In Progress

Strategic Initiative

Strategic Initiative 1 : Review and Revision of the Insider Information Policy

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and revise the policy and practices relating to the use of insider information to ensure clarity and comprehensiveness	• The Company has not yet commenced the review and revision of the policy and practices relating to the use of insider information. Completion is expected by Q4/2026.

Strategic Initiative 2 : Establishment and Announcement of the Insider List

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Define clear definitions and criteria for identifying insiders, both general and project-specific	• The Company has not yet commenced the process to define clear definitions and criteria for identifying insiders. Completion is expected by Q4/2026.

Governance of Risk and Management Compliance

Enhancing governance of information security

Upgrade information technology management to be modern and systematic, enabling the organization to address rapidly evolving technologies and cyber threats. Emphasis is placed on cyber risk management, strengthening awareness among personnel at all levels, and regularly testing incident response readiness. This aims to enhance the effectiveness of the organization's information security risk management, support business continuity, and maintain the confidence of customers, shareholders, and all stakeholder groups.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for information security governance.	Success	Success	Success	In Progress	Success
The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.	Success	Success	Success	In Progress	Success
Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies	-	-	-	Complete	Success
All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.	-	-	-	Complete	Success
Conduct cybersecurity penetration testing at least once every three years.	Not Started	Select an independent external experts	Conduct penetration testing	-	Not Started

Strategic Initiative

Strategic Initiative 1 : Review and Revision of Information Technology Security Policies and Practices

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and revise information technology security policies and practices to ensure clarity • Obtain approval of the policies from the Board of Directors	• The Company has reviewed and revised the information technology security policy and practices to ensure clarity, and the revised policy has been approved by the Board of Directors.

Strategic Initiative 2 : Conduct Cybersecurity Penetration Testing at Least Once Every Three Years

Status ● On track

Year	Expected Outcomes	Actual Result
2026		• Not Started

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/WINNER0_JUMP%2B_Plan_Year_2026-2028_EN.pdf