Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

EXOTIC FOOD PUBLIC COMPANY LIMITED

(XO)

at 30 June 2026

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JUMP+

EXOTIC FOOD PUBLIC COMPANY LIMITED

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Agro & Food Industry

CG Report :

SET ESG Ratings: **AA**

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

Business Type

The Company engages in business of manufacturing and distribution of 1. Seasoning products, i.e. chili sauce, dipping sauce and etc. 2. Food ingredients i.e. coconut milk and curry paste 3. Beverages made from vegetable and fruit, i.e. coconut juice and aloe vera juice 4. Ready meal, i.e. green curry rice and Pad Thai (fried noodles Thai style) and 5. Instant food and semi-instant food, i.e. food in oil and brine, canned vegetable and fruit, rice products, dried food and preserved food and etc. The products are mainly distributed under the company's brands, i.e. 'EXOTIC FOOD', 'THAI PRIDE', 'FLYING GOOSE'

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	2,160.61	2,497.85	2,533.85	1,480.37
Expenses	1,584.26	1,649.72	1,688.47	1,112.50
Net Profit	506.63	790.76	785.04	340.16
Balance Sheet (MB)				
Assets	2,170.92	1,957.36	2,217.24	1,569.63
Liabilities	312.77	298.35	413.56	331.13
Shareholders' Equity	1,858.15	1,659.02	1,803.67	1,238.50
Cash Flow (MB)				
Operating	625.93	765.23	821.51	464.32
Investing	-113.49	-263.63	131.99	-200.59
Financing	-321.66	-967.77	-336.61	-160.58
Financial Ratio				
EPS (Baht)	1.18	1.85	1.84	0.80
GP Margin (%)	44.48	47.85	46.76	41.35
NP Margin (%)	23.45	31.66	30.98	22.98
D/E Ratio (Times)	0.17	0.18	0.23	0.27
ROE (%)	28.81	45.67	51.61	28.67
ROA (%)	27.52	39.91	42.85	24.20

JUMP+ Plan

Business Plan

Target in 2028

Sales Growth Rate	**5.00** %

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Increase production capacity	✓		

Governance Plan

1. Ensuring the independence of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing governance of information security

Climate Action Plan

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

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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Data	
	2028	2025	6M/2026
Sales Growth Rate (%)	5.00	-13.18	0.76

Our goal is "To be the first brand that comes to consumer mind when thinking about Thai Food" by achieving balanced and sustainable growth, encompassing Profit through effective market expansion, prioritizing our People (including employees and customers), and caring for the Planet in all our processes to truly drive the organization toward excellence.

Growth plan/Increase business value

Strategic Plan : Increase production capacity

Production Capacity is an absolutely essential fundamental factor for penetrating new markets or expanding a presence in international markets. Without sufficient production capacity, market expansion strategies cannot be effectively realized.

Targets

To enhance our competitiveness and support international market expansion through the construction of a new factory at Rojana Industrial Estate, Laem Chabang. This facility will increase production capacity and efficiency using modern technology, driving the organization toward its vision to be the first brand that comes to the consumer's mind when thinking about Thai food.

- **Other Targets**

Title	Target			Actual Data	
	2026	2027	2028	2025	6M/2026
Production Capacity	34,571 tons per year	34,571 tons per year	Not less than 43,905 tons per year	34,571	34,571

Strategic Initiative

The construction project for a new factory in Rojana Industrial Estate Laem Chabang (“Rojana Factory Project”) is located in Takhian Tia Subdistrict, Bang Lamung District, Chonburi Province. Utilizing modern technology, the project focuses on producing seasonings and food ingredients on a 40-Rai area, with a total investment value of approximately 1,299.48 million Baht. This construction serves as a replacement for the existing factory at Laem Chabang Industrial Estate, aiming to elevate production efficiencysuch as streamlining the Sriracha Mayo production line into a single-step processand expand production capacity to support future business growth.

Strategic Initiative : Construct a new factory

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• Receive investment approval from the 2026 Annual General Meeting of Shareholders • Commence ordering of production machinery and begin construction of the new factory	• Received approval from the Annual General Meeting of Shareholders on April 20, 2026. • Signed the order confirmation to procure pre-engineered steel structure of the factory building and the machinery which shall be imported from overseas. • In the process of applying for factory construction permits and other project-related permits from the authorized agencies.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

The Company places great importance on strengthening the independence of the Board of Directors to ensure transparent corporate governance and appropriate checks and balances. This is achieved by establishing an optimal board structure, recruiting and appointing directors based on specified qualifications and independence criteria, clearly defining terms of office, and maintaining a sufficient proportion of independent directors.

Furthermore, the Company promotes an open culture that allows directors to express their opinions freely. We regularly assess and review directors' independence to prevent conflicts of interest. This ensures the Board can perform its duties and make impartial decisions, considering the best interests of all stakeholders while supporting the sustainable growth of the organization.

Targets

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The Chairman of the Board is an Independent Director	-	-	-	Complete	Success
The Board of Directors comprises more than 50% Independent Directors	-	-	-	Complete	Success

Strategic Initiative

Strategic Initiative : Review the charter of the Board of Directors

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The Board of Directors' Charter is in line with the principles of good corporate governance for listed companies.	The Company has not yet reviewed the Board of Directors' Charter. However, the Company plans to complete the said review by the end of 2026.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company is firmly committed to conducting business under the principles of good corporate governance. To this end, the Board of Directors has promulgated a written Anti-Corruption Policy, establishing a comprehensive operational framework that includes regular risk assessments and the implementation of robust internal controls. Furthermore, the Company strives to foster a culture of integrity and transparency through continuous communication and training for directors, executives, employees at all levels, and business partners. We have also instituted secure whistleblowing channels and whistleblower protection measures. The Internal Audit Department continuously monitors and evaluates the effectiveness of these systems to prevent all forms of corruption risks, thereby upholding the standards of the Thai Private Sector Collective Action Against Corruption (CAC) and sustainably building trust among all stakeholders.

Targets

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	In Progress	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	-	-	-	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	In Progress	In Progress	Success	Not Started	-
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	In Progress	In Progress	Success	In Progress	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified
Expand the anti-corruption collaboration network	In Progress	In Progress	Success	-	Not yet processed

Strategic Initiative

Strategic Initiative 1 : Conducts a review of its anti-corruption and anti-bribery policy and practices with the Board of Directors

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The policy and its related procedures are periodically revised to ensure they remain consistent with changes in laws and regulations, evolving business operations, and newly identified risks.	The anti-corruption policies and guidelines are currently under review.

Strategic Initiative 2 : Conduct regular monitoring and evaluation of compliance with the anti-corruption and anti-bribery policy and procedures by internal auditors

Status ● On track

Year	Expected Outcomes	Actual Data
2026		The Company will arrange for internal auditors to monitor and evaluate compliance with the anti-corruption policies and guidelines by 2028.

Strategic Initiative 3 : Renewal of the CAC certification from the Thai Institute of Directors (Thai IOD).

Status ● On track

Year	Expected Outcomes	Actual Data
2026		The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) by the Thai Institute of Directors Association (Thai IOD) on December 31, 2025. The certification is valid until December 31, 2028.

Strategic Initiative 4 : Participate in the CAC Change Agent initiative to broaden the collaborative network against corruption

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• Declares intention to join the CAC Change Agent program	The Company has not yet started the process of declaring its intent to join the CAC Change Agent program; however, it plans to do so within 2026.

Governance of Risk and Management Compliance

Enhancing governance of information security

The company has enhanced its information security governance to systematically integrate cyber risk management with its business strategy. This initiative encompasses the establishment of a clear governance structure and risk management framework, the review and revision of policies and control measures to align with international standards and applicable regulations, the assessment and testing of cybersecurity, and the promotion of a security-conscious culture at all organizational levels. The objectives are to build confidence among stakeholders, strengthen cyber resilience, and support the sustainable growth of the business.

Targets

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for information security governance.	In Progress	In Progress	Success	Not Started	In Progress
The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.	Success	Success	Success	Not Started	In Progress
Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies	In Progress	Success	Success	Not Started	-
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.	Success	Success	Success	-	Completed in 2025
Security Testing Overview: VaScan, Penetrest (Pentest), and Phishing Email Simulation	Success	Success	Success	-	Completed in 2025

Strategic Initiative

Strategic Initiative 1 : To review the Information Technology Security Policies and Guidelines and submit them to the Board of Directors for consideration and approval.

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• The Information Technology Security Policies and Guidelines have been approved by the Board of Directors.	The draft of the Information Technology Security Policy and Guidelines has been completed and was submitted to the Board of Directors for consideration and approval at the Board of Directors' Meeting No. 4/2026 on August 10, 2026.

Strategic Initiative 2 : To ensure that Information Cybersecurity assessment is performed by an independent external party.

Status ● On track

Year	Expected Outcomes	Actual Data
2026		The Company has yet to engage an independent external auditor to assess its information security (cybersecurity). However, the Company plans to proceed with this initiative in 2027.

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 : https://www.irplus.in.th/Listed/XO/pdf/Certification_EXOTIC_FOOD.pdf

Greenhouse Gas Inventory and Climate Change Management Plan

The Company recognizes the importance of conducting its business operations alongside environmental stewardship and is committed to contributing to sustainable solutions to address Climate Change. The Company has set a target to achieve Carbon Neutrality by 2040 and Net Zero Emissions by 2050.

To support these commitments, the Company has established policies and an implementation plan for preparing the Carbon Footprint for Organization (CFO) on an annual basis. This enables the Company to assess, monitor, and transparently disclose information related to greenhouse gas (GHG) management. The implementation plan is outlined as follows:

1.) Greenhouse Gas Inventory Development

The Company initiated the preparation of its organizational greenhouse gas inventory in 2022. The inventory has been verified and certified in accordance with the standards of the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). This initiative serves as an important foundation for raising internal awareness and establishing an environmental data management system within the organization.

2.) Advancement toward International Standards

To enhance the credibility of its disclosures in line with international standards, in 2025 the Company improved its greenhouse gas inventory process to align with ISO 14064-1:2018 (Greenhouse Gases). The scope of data collection and emissions assessment was expanded to cover all organizational activities across all business units. In addition, 2024 (2567) has been designated as the Base Year for reference and performance tracking.

The adjustment of the Base Year to 2024 was undertaken to improve the quality and completeness of the data, ensuring coverage of all relevant business units and activities. This allows the Company's greenhouse gas emissions assessment to more accurately reflect actual operations and supports more effective and targeted management planning.

3.) Progress toward Carbon Neutrality

Following the development of the Company's greenhouse gas inventory in accordance with ISO 14064-1:2018 (Greenhouse Gases), the Company initiated the implementation of ISO 14068-1:2023 (Carbon Neutrality) in 2025. This standard serves as a guiding framework for establishing short-, medium-, and long-term targets, as well as for defining strategies, action plans, and greenhouse gas (GHG) emission reduction measures that are effective and practically implementable.

4.) Ongoing and Future Implementation

The Company plans to continue preparing its greenhouse gas inventory and maintaining international certification on an annual basis. In parallel, the Company will continue implementing initiatives under the ISO 14068-1:2023 (Carbon Neutrality) framework, with a focus on practical implementation through a Greenhouse Gas Reduction Plan (GHG Reduction Plan) consisting of the following:

4.1 Short-term Plan

The plan focuses on improving energy efficiency, upgrading machinery and equipment to more energy-efficient alternatives, reducing

waste generated from production processes, and initiating the adoption of renewable energy and environmentally friendly technologies in business operations.

4.2 Long-term Plan

The plan focuses on transitioning toward renewable energy, restructuring business operations to become more environmentally friendly, adopting low-carbon innovations, promoting low-carbon procurement policies, and managing appropriate carbon offsetting through carbon credits.

Targets

Title	Target			Actual Data
	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
GHG inventory report, GHG verification and disclosure (specific to Scope 3)	Success	Success	Success	In progress

Strategic Initiative

Strategic Initiative : Conduct annual assessment and third-party verification of the organization's greenhouse gas (GHG) emissions (Scope 1, Scope 2, and Scope 3) in accordance with ISO 14064-1 (Greenhouse Gases).

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• Certified	Continuous monthly data collection is expected to be audited and completed by Q1 2027.

Decarbonization

Greenhouse Gas (GHG) Emissions Reduction Plan

In 2025, the Company is committed to reducing greenhouse gas (GHG) emissions from its operations through the implementation of measures aligned with ISO 14068-1:2023 (Carbon Neutrality). This standard requires organizations to establish greenhouse gas reduction measures covering Scope 1, Scope 2, and Scope 3 emissions, encompassing both short-term and long-term initiatives. Accordingly, the Company has established the following implementation plans:

Near-Term Plan

1.) **Energy Efficiency Program** – Improve energy efficiency in operations.

2.) **Initial transition of transportation vehicles to EVs –** Begin replacing conventional transport vehicles with electric vehicles (EVs).

3.) **Leak Detection and Repair (LDAR) –** Implement measures to detect and repair refrigerant leakage.

4.) **Solar Rooftop Installation –** Install solar rooftop systems for on-site renewable energy generation.

5.) **Collaboration with business partners and improvement of procurement policies –** Work with partners and enhance procurement policies to support low-carbon and sustainable sourcing.

Long-Term Plan

1.) **100% transition of transportation vehicles to EVs –** Replace all transportation vehicles with electric vehicles.

2.) **Sustainable electricity management –** Implement advanced energy management systems, including Smart Grid and Battery Storage.

3.) **Supplier collaboration and Green Procurement Program –** Strengthen cooperation with suppliers and implement a green procurement program.

Targets

Title	GHG emissions in the base year (tCO_2e)	Target for reducing GHG emissions compared with the base year (tCO_2e)			Actual Greenhouse Gas Emission (tCO_2e)
	2024	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	33,894.000	30,011.596	28,070.395	26,129.193	In progress

Strategic Initiative

Strategic Initiative 1 : Transitioning export transport vehicles to electric trucks.

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• Transitioning from diesel trucks to EV trucks by 80%	Convert 94.22 percent of export freight transport from Diesel vehicles to EV vehicles.

Strategic Initiative 2 : Increase the proportion of renewable energy consumption through the installation of solar power generation systems.

Status ● On track

Year	Expected Outcomes	Actual Data
2026		The Company will increase its proportion of renewable energy usage by installing a solar power generation system in 2027.

Strategic Initiative 3 : Leak Detection and Repair (LDAR)

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• Installation of pressure gauges for refrigerant leak detection at the Amata City factory.	Currently in the process of selecting sensor installation locations and designing the system.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/XO0_JUMP%2B_Plan_Year_2026-2028_EN.pdf