



## Value Creation Plan

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BRITANIA

### BRITANIA PUBLIC COMPANY LIMITED (BRI)

Year 2026 - 2028

This report was approved by the board of directors on 13/11/2025  
and disseminated on 19/11/2025

This plan is part of the JUMP+ Program and the Corporate Value Up Program.

A decorative graphic at the bottom of the page consisting of several overlapping, wavy, yellow and orange shapes that create a sense of movement and depth.

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SET

Property &amp; Construction / Property Development

CG Report :


SET ESG Ratings: **AA**

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

## Business Type

Development of horizontal residential property including detached houses, semi-detached houses and townhomes

Financial Statement				
Year	2024	2023	2022	2021
Income Statement (MB)				
Revenues	3,498.18	5,748.81	5,878.47	3,815.81
Expenses	3,143.29	3,717.98	4,280.26	3,053.46
Net Profit	426.62	1,194.53	1,470.54	602.49
Balance Sheet (MB)				
Assets	18,613.25	19,907.90	12,842.89	9,116.17
Liabilities	13,370.44	14,561.15	7,979.64	5,729.72
Shareholders' Equity	5,242.81	5,346.75	4,863.25	3,386.45
Cash Flow (MB)				
Operating	1,095.45	-4,380.07	-1,966.57	-837.39
Investing	-2,825.85	-904.29	-443.35	-7.32
Financing	1,556.98	4,637.57	2,755.72	1,411.75
Financial Ratio				
EPS (Baht)	0.50	1.40	1.72	0.99
GP Margin (%)	38.71	48.95	38.09	31.50
NP Margin (%)	12.20	20.78	25.02	15.79
D/E Ratio (Times)	2.55	2.72	1.64	1.69
ROE (%)	8.06	23.40	35.65	27.93
ROA (%)	3.59	10.07	17.13	9.44

## JUMP+ Plan

### Business Plan

#### Target in 2028

Net Profit	400.00 Million Baht		
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Market-aligned operation for long-term performance



2. Increase and sustain net profit through new project concepts.



### Governance Plan

- Increasing the diversity of the board of directors
- Enhancing anti-corruption and fraud prevention efforts
- Enhancing the prevention of insider information

### Climate Action Plan

- Greenhouse gas inventory (GHG) plan
- Decarbonization

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# Section 1

## Business Plan

# Business Plan

## Target in 2028

Topic	YE/2022	YE/2023	YE/2024	Target in 2028
Net Profit (Million Baht)	1,470.54	1,194.53	426.62	400.00

The company focuses on developing residential products that meet the lifestyle needs of modern families, emphasizing product quality, convenient locations, and overall living experience within our projects. This is supported by efficient cost management to sustain long-term net profit levels.

## Growth plan/Increase business value

### Market-aligned operation for long-term performance

The company focuses on launching projects in line with market conditions and consumer demand at each point in time, while managing costs and enhancing living-quality services to sustain long-term performance and position the company for future growth opportunities.

This plan will promote and develop the organization in the following dimensions

- Profitability & Efficiency

## Targets

### Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	9M/2025	2026	2027	2028
Net Profit : Owners Of The Parent (MILLION BAHT)	426.62	160.20	300	340	400

### Other Targets

Topic	Baseline	Targets		
	9M/2025	2026	2027	2028
Launch Project	4550	4700	5150	4400

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Market-aligned operation for long-term performance	2026	<ul style="list-style-type: none"> <li>• Launch new projects as planned, with selecting locations and designs that align with real demand.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> <li>Using insights from 2026 to refine our value-added services to better match customer needs and enhance the living experience, and enabling stronger sales performance with less price-based competition.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Expanding well-received projects and service offerings from the past two years to refine designs, enhance cost control, and lift net profit toward a sustained upward trend.</li> </ul>

## Risk Management

### Risk 1

Risk of demand volatility in the low-rise housing market

#### Risk Characteristic

Demand in the low-rise housing market is sensitive to economic conditions and consumer behavior, such as interest rates, household expenses, and future confidence.

#### Risk Impact

If economic conditions or consumer purchasing power weaken, sales may slow and potentially affect planned project launches.

#### Risk Management

- Conduct market analysis to select suitable locations and project types at the right time.
- Launch projects in phases to manage inventory and mitigate the risk of unsold units.

#### Attachments

URL Link to the Document : <https://investor.britania.co.th/jump-plus-bri>



## Increase and sustain net profit through new project concepts.

A hybrid residential–business concept that differentiates us from conventional housing projects, enhancing pricing power and supporting higher net profit.

**This plan will promote and develop the organization in the following dimensions**

- Profitability & Efficiency

## Targets

### Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	9M/2025	2026	2027	2028
Net Profit : Owners Of The Parent (MILLION BAHT)	426.62	160.20	300	340	400

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Launch a new business-oriented residential project under The Brilliant concept / a custom-built home model.	2026	• Launch The Brilliant / custom-built home project and proceed with phased sales.
	2027	• Develop sales strategies using 2026 customer behavior and business-type insights to improve targeting accuracy, while enhancing add-on features that increase value and living quality such as in-home air purification, energy-efficient electrical systems, and water-recycling solutions.
	2028	• Expand project development in niche segments, building on The Brilliant / custom-home line to meet increasingly specialized consumer needs.

### Risk Management

#### Risk 1

Risk of niche-segment concentration

#### Risk Characteristic

The project targets high-income customers whose businesses require a physical storefront to reinforce their brand image (e.g., clinics, galleries, showrooms, studios).

#### Risk Impact

- Targeting may be challenging due to the niche, high-income customer segment with specific requirements.
- Sales cycles may be longer compared to conventional residential projects.

#### Risk Management

- Enhance deep customer analytics to better understand target behaviors and needs.
- Partner with relevant business stakeholders to improve access to high-potential customers.

### Attachments

URL Link to the Document : <https://investor.britania.co.th/jump-plus-bri>





## **Section 2**

### **Governance Plan**

## Section 2 Governance Plan

### Board Structure and Qualifications

#### Increasing the diversity of the board of directors

The Company recognizes the importance of having a diverse Board of Directors (Board Diversity). Therefore, the Company plans to take action to promote gender diversity on the Board, which will be beneficial in broadening perspectives when considering key issues, reducing the risk of groupthink, and enhancing the effectiveness of the Board's decision-making.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028.	In Progress	In Progress	In Progress	Success

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review the composition of the current Board of Directors and propose the Board Diversity Policy for the Board's consideration.	2026	<ul style="list-style-type: none"> <li>The Board Diversity Policy has been approved by the Board of Directors.</li> </ul>
Initiate proactive director sourcing and/or develop high-potential female executives for future appointment as directors.	2027	<ul style="list-style-type: none"> <li>Formally source female directors.</li> </ul>
Review qualifications and appoint female directors.	2028	<ul style="list-style-type: none"> <li>Achieve a proportion of no less than 30% female directors by 2028.</li> </ul>

### Risk Management

#### Risk 1

Reputational Risk

#### Risk Characteristic

The Company failed to source and appoint female directors in line with the specified ratio and deadline.

#### Risk Impact

The Company is unable to enhance its corporate governance in line with the CG Code 2560, and its Board composition is inconsistent with international corporate governance principles, such as the OECD Principles of Corporate Governance, which may affect the Company's CGR evaluation result.

#### Risk Management

1. Expedite the sourcing of potential female director candidates who meet the Company's specified qualifications from credible organizations, such as the IOD (Thai Institute of Directors).
2. Develop a succession plan to enhance the readiness of high-potential female executives for Board appointment.

### Attachments

URL Link to the Document : <https://investor.britania.co.th/jump-plus-bri>



## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

To implement anti-corruption measures. and Expand the scope of Anti-Corruption supervision to Company's Critical Tier 1 suppliers by requiring them to enforce, monitor and evaluate their anti-corruption policies.

### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>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</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>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</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors</li> </ul>	Not Started	In Progress	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
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	-	Define a regulatory framework and require the Critical Tier 1 suppliers to have Anti-Corruption Policy and Practices.	Require the Critical Tier 1 suppliers to announce and implement Anti-Corruption Policy and monitor their policy compliance with at least 90% of the total.	All Critical Tier 1 suppliers have an approved and implemented Anti-Corruption Policy. The Company monitors this compliance and develops into a manual used as part of its Supplier Management process.

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Establish a governance framework and require the Critical Tier 1 suppliers to have an Anti-Corruption Policy and Practices.	2026	<ul style="list-style-type: none"> <li>The Company has the governance framework and implements an Anti-Corruption Policy and Practices for its Critical Tier 1 suppliers.</li> </ul>
Require the Critical Tier 1 suppliers to officially announce the policy and initiate the first review of their Anti-Corruption Policy and Practices.	2027	<ul style="list-style-type: none"> <li>The Critical Tier 1 suppliers acknowledge the new requirements and announce an Anti-Corruption Policy and Practices, with the Company subsequently initiating an initial compliance monitoring process.</li> </ul>
Conduct comprehensive monitoring and evaluation of policy compliance with at least 90%.	2028	<ul style="list-style-type: none"> <li>At least 90% of the Critical Tier 1 suppliers have been assessed and confirmed as having Anti-Corruption Policies and Practices aligned with the Company's criteria.</li> </ul>

### Risk Management

#### Risk 1

The suppliers do not comply with the policy

#### Risk Characteristic

The Critical Tier suppliers 1 do not implement certified Anti-Corruption Policies and Practices or have insufficient internal controls, creating a vulnerability to bribery or corruption in their operations.

#### Risk Impact

1. Legal and reputational: The Company may face prosecution or fines in the event that fraud is committed in its name.

2. Financial damage: Inefficient operations and higher costs due to corruption.

### Risk Management

1. Communicate and ensure understanding of an Anti-corruption issues for Critical Tier 1 suppliers.
2. Monitor, inspect and evaluate Critical Tier 1 suppliers on an annual basis.
3. Stipulate that policy violation shall be considered a condition of default, allowing the Company to consider contract termination.

### Attachments

URL Link to the Document : <https://investor.britania.co.th/jump-plus-bri>



### Enhancing the prevention of insider information

Strengthen Good Governance and promote equal access to information (Fair Disclosure), especially by announcing the names of persons involved in inside information in transactions that affect securities prices on a case-by-case basis.

### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>A Board-approved written policy on insider information prevention has been clearly defined and implemented</li> </ul>	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.</li> </ul>	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>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</li> </ul>	Not Started	In Progress	In Progress	Success
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.	-	To review and revise Policy	To implement and monitor the compliance with policy	To Enhance the inside information prevention.

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Review and update the policy and practices on inside information prevention to ensure they are comprehensive, clearly documented in writing, and approved by the Board of Directors, and 2. Establish guidelines for compiling the list of relevant persons with access to specific inside information (Ad-hoc Insider List), and conduct training for employees.	2026	<ul style="list-style-type: none"> <li>1. There is a written policy and practices regarding the prevention of inside information that has been approved by the Board of Directors. 2. There are clear guidelines for compiling the list of relevant persons with access to specific inside information (Ad-hoc Insider List), and improved employees' knowledge and comprehension.</li> </ul>
1. Assign the responsible department/officer for consultation, guidance, compliance monitoring, and alerting regarding the prevention of misuse of inside information. 2. Enforce the disclosure of Ad-hoc Insider Lists for all transactions that may impact the price of securities. 3. Have a process for monitoring and verifying policy compliance (Compliance Audit) by an independent unit/department. 4. Monitor, gather, and record statistics on cases of policy violations or non-compliance.	2027	<ul style="list-style-type: none"> <li>1. There is a designated department / officer responsible for consultation, advice, and issuing alerts regarding the prevention of misuse of inside information. 2. Announce and communicate to the Ad-hoc Insider List for all transactions that impact the price of securities. 3. Monitor the reporting of securities holdings by directors, executives, and relevant persons. 4. The results of the monitoring and verification of policy compliance (Compliance Audit) by an independent unit/department shall be reported to the Audit Committee and/or the Board of Directors at least annually. In the event a violation is found, clear guidelines for corrective actions and measures to prevent recurrence are specified. 5. Disclose the statistics regarding policy breaches or non-compliance occur at least annually.</li> </ul>
Utilize technology in the control process for inside information and in compliance reporting for the misuse of inside information prevention policy, including the review of policy and practices.	2028	<ul style="list-style-type: none"> <li>The Company implement a technological system for controlling the use of inside information and review its policy and practices for misuse of inside information prevention.</li> </ul>

## Risk Management

### Risk 1

Operations/Technology

#### Risk Characteristic

Improper use or leakage of unreleased inside information.

#### Risk Impact

Insider trading occurs without the company's knowledge or information is leaked to the public prematurely, loss of confidence and company reputation, along with legal prosecution and financial penalties.

#### Risk Management

Use technical control measures to allow only those persons who need it to do their work and use a Digital Access Log system that records access for retrospective inspection.

### Risk 2

Enforcement aspect

**Risk Characteristic**

Non-compliance with policy or lack of understanding regarding the governance of inside information use.

**Risk Impact**

Operational errors or flawed access processes to critical information leading to fraud or misuse, impacting shareholder value.

**Risk Management**

Define approval authorities and specifies penalties, while also employing an independent whistleblowing channel.

**Attachments**

URL Link to the Document : <https://investor.britania.co.th/jump-plus-bri>



## **Section 3**

### **Climate Action Plan**



# Climate Action Plan

## Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

### Attachments

URL Link to the Document : <https://investor.britania.co.th/sustainability-concept/description-title-environment>



The Greenhouse Gas (GHG) Inventory plan is a crucial step demonstrating the company's commitment to managing its environmental impact. It serves as the foundation for setting future GHG reduction targets and measures. This operational plan focuses on assessing greenhouse gas emissions, comprehensively covering all sources related to the business's operations, with reference to international standards. The scope is defined using the Control Approach, encompassing all activities over which the company has direct control. Implementing this plan will enable the company to effectively manage risks related to climate change and elevate the organization's standards in terms of social and environmental responsibility.

### Targets

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Prepare an energy-saving plan for fuel and electricity (Scope 1 and 2)	2026	• Reduce electricity consumption in the sales office common areas and other common areas by at least 10%
	2027	• Establish prototype energy-efficient buildings for at least 50% of all newly launched projects.
	2028	• 100% of all newly launched projects.

### Risk Management

#### Risk 1

Transition Risk Toward a Low-Carbon Economy

#### Risk Characteristic

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The government’s push for carbon-reduction and greenhouse-gas mitigation policies has created challenges for real estate businesses aiming for sustainable development, particularly in adjusting investments toward a low-carbon economy. The Company therefore needs to adapt its strategies and prepare its operations to align with government guidelines.

### Risk Impact

This results in higher operating costs, and the rising expectations of consumers and investors regarding sustainability and environmental responsibility may influence decision-making. These factors could lead consumers to avoid investing in real estate projects that do not reduce carbon emissions or demonstrate environmental responsibility.

### Risk Management

The Company has developed a sustainable business plan by setting strategies and establishing short- and long-term targets to achieve net-zero greenhouse gas emissions. This is part of managing resource and energy use within the organization, as well as promoting the use of environmentally friendly materials and renewable energy in business operations. Examples include increasing green spaces, installing solar rooftops in project clubhouse common areas, and preparing EV charger installation points for homes within the projects. Additionally, the Company promotes awareness and instills knowledge and understanding of environmental stewardship and efficient resource utilization among all personnel involved in business processes.

### Decarbonization

This greenhouse gas reduction plan is designed as a proactive roadmap for managing and mitigating environmental impacts arising from all stages of business operations, from design and construction to office management. It emphasizes reducing emissions across all scopes (Scope 1, 2, and 3) to achieve long-term carbon neutrality.

### Targets

Topic	GHG emissions in the base year (tCO <sub>2</sub> e)	Target for reducing GHG emissions compared with the base year (tCO <sub>2</sub> e)		
	2024	2026	2027	2028
Greenhouse gas emission reduction volume	2,209	3%	5%	7%

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Prepare an energy-saving plan for fuel and electricity (Scope 1 and 2)	2026	• Reduce electricity consumption in the sales office common areas and other common areas by at least 10% (through replacing light bulbs and installing lighting control systems such as Timers / Motion Sensors).
	2027	• Establish prototype energy-efficient buildings for at least 50% of all newly launched projects (by installing Solar Rooftop, thermal insulation, etc.).
	2028	• 100% of all newly launched projects.
Using environmentally friendly materials (Low Carbon Label / Green Label) in the project construction process (Scope 3)	2026	• Create a “Green Product List” database and use Green Products for at least 10% of all materials.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> <li>Design and construct new projects using Green Products for at least 15% of all materials.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Design and construct new projects using Green Products for at least 20% of all materials.</li> </ul>

## Risk Management

### Risk 1

Transition Risk to a Low-Carbon Economy

#### Risk Characteristic

The government has promoted policies to reduce carbon and greenhouse gas emissions, leading to real estate businesses seeking sustainable development facing challenges in adapting their investments towards a low-carbon economy. Consequently, the company must adjust its strategies and prepare to comply with government practices.

#### Risk Impact

resulting in increased operating costs. Moreover, the rising expectations of consumers and investors concerning sustainability and environmental preservation could be a factor influencing consumers to opt against investing in properties that do not reduce carbon emissions or demonstrate environmental responsibility.

#### Risk Management

The Company has developed a sustainable business plan by defining short-term and long-term strategies and goals to achieve net-zero greenhouse gas emissions, as part of managing resource and energy consumption within the organization. It also promotes the use of environmentally friendly materials and renewable energy sources in business operations, such as increasing green spaces, installing solar rooftops in the project's central club area, and providing EV charger installation points for homes within the project. Furthermore, it raises awareness and instills knowledge and understanding of environmental issues and the efficient use of resources among personnel involved in all business processes.

### Risk 2

Climate Change Risk

#### Risk Characteristic

Under changing climate conditions, whether it is rising temperatures or excessive or insufficient seasonal rainfall, these factors can directly and indirectly impact the company's business. For instance, heavy rainfall may cause floods leading to damage or delays in construction. Inefficient drainage of floodwaters could result in customer complaints and reputational damage. Heat can alter the topsoil, rendering construction in specific areas unfeasible as planned, or potentially increasing drilling costs. The primary causes of climate change are greenhouse gases, which originate from daily energy consumption and from business operations that generate various forms of pollution.

#### Risk Impact

The impacts of climate change lead to increased business operating costs to accommodate changes arising from government regulatory measures and future environmental shifts.

### **Risk Management**

The Company manages ESG risks by adjusting operational plans to align with government policies and business costs, while designing projects to be environmentally friendly and resilient to climate change. This is achieved through key approaches, including: promoting the use of alternative energy, such as installing solar rooftops in clubhouses and interested homes, providing EV charging points in every home, and utilizing solar-powered golf carts within the project; designing energy-efficient buildings, such as open-plan structures for air circulation and wide window openings to capture natural wind and light; increasing green spaces with plants that help filter dust, reduce temperature, absorb toxins, and decrease carbon emissions; reducing waste materials by using standard materials and modular systems to minimize construction waste; designing water and drainage systems from the construction phase to avoid impacting communities; selecting environmentally friendly materials, such as low-formaldehyde laminate, Carbon Footprint-labeled heat-reflective paint; and using No. 5 air conditioners and R32 refrigerant, which reduce the emission of ozone-depleting substances and greenhouse gases. Overall, the Company aims to develop projects that are energy-efficient, reduce environmental impact, and comply with sustainability measures.

**Attachment**

# Attachments

## Attachments

URL Link to the Document : <https://investor.britania.co.th/jump-plus-bri>

