Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

CIVIL ENGINEERING PUBLIC COMPANY LIMITED

(CIVIL)

at 30 June 2026

This report was disseminated on 21/08/2026

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CIVIL ENGINEERING PUBLIC COMPANY LIMITED

SET

Property & Construction / Construction Services

CG Report :

SET ESG Ratings: **AA**

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

Business Type

The company operates construction business. Mainly it is horizontal construction project such as highway and road construction, rail systems, airport and dam and sale of construction materials business.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	4,906.58	4,968.07	4,939.33	6,096.67
Expenses	4,924.07	4,835.97	4,817.96	6,007.75
Net Profit	-29.00	114.88	93.92	64.48
Balance Sheet (MB)				
Assets	8,535.74	8,227.88	7,663.36	7,784.93
Liabilities	6,674.96	6,321.73	5,863.69	6,065.19
Shareholders' Equity	1,860.77	1,906.15	1,799.67	1,719.74
Cash Flow (MB)				
Operating	-404.48	315.10	11.72	-1,176.66
Investing	-14.82	-137.90	174.80	-305.61
Financing	88.13	35.92	-259.18	1,331.92
Financial Ratio				
EPS (Baht)	-0.04	0.16	0.13	0.09
GP Margin (%)	6.69	8.59	7.63	6.14
NP Margin (%)	-0.59	2.31	1.90	1.06
D/E Ratio (Times)	3.59	3.32	3.26	3.53
ROE (%)	-1.54	6.20	5.34	5.18
ROA (%)	-0.21	1.66	1.57	1.24

JUMP+ Plan

Business Plan

Target in 2028

EBITDA	**400-430** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : CIVIL FAST: “Select the Right Projects + Achieve Cost Efficiency + Deliver on Schedule”	✓	✓	✓

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)	400-430	183.52	31.15

Civil Engineering Public Company Limited aims to achieve sustainable EBITDA growth by driving its business through the FAST strategic framework, which encompasses end-to-end value chain management: Focus on the Right Projects, Achieve Cost Efficiency, and Ensure Schedule Reliability.

Under the **"Focus on the Right Projects"** pillar, the Company prioritizes improving the quality of its backlog over volume-driven growth. Project selection is based on key considerations including margin profile, project risk, contractual terms, and alignment with the Company's core expertise, with the objective of building a high-quality and stable long-term revenue base. In terms of **"Achieve Cost Efficiency,"** a critical driver of profitability, the Company emphasizes disciplined cost management across all components, including materials, labor, and subcontractors. This is supported by proactive planning, strategic procurement, and close monitoring of actual costs against budget, aiming to enhance cost control efficiency and minimize volatility. At the same time, the Company **focuses on optimizing Selling, General and Administrative Expenses (SG&A)** to align with business scale. Operational efficiency is enhanced through technology adoption, organizational restructuring, and effective resource utilization. In particular, improving the utilization rate of machinery and equipment helps distribute fixed costs and reduce project-level cost intensity. For **"Schedule Reliability,"** the Company strengthens its project management and execution framework to ensure effective control over timeline, quality, and resource allocation. Timely project delivery reduces exposure to penalties and indirect costs, while supporting consistent revenue recognition. In addition, the Company actively manages variation orders and contractual claims to enhance revenue opportunities without incurring significant additional costs. In summary, the **FAST strategy"select the right projects, control costs effectively, and deliver on schedule"**serves as a key mechanism to enhance profitability, drive high-quality growth, and strengthen the Company's long-term competitiveness, ultimately delivering sustainable value and returns to stakeholders.

Progress description

The Company reported EBITDA of Baht 31 million for the first half of 2026. This was primarily impacted by the conflict in the Middle East, which resulted in higher energy and construction material prices. Accordingly, the Company reviewed and revised its construction cost estimates to reflect the increased costs, which adversely affected EBITDA. However, the government introduced measures to support public-sector contractors through compensation for construction costs under price-adjustment contracts (K Factor). The Company has gradually recognized a portion of the estimated compensation, while certain projects are still in the process of completion and delivery and are pending recognition in accordance with the government's prescribed criteria. These measures have helped mitigate the impact of rising construction costs on the Company's operating performance.

Growth plan/Increase business value

Strategic Plan : CIVIL FAST: “Select the Right Projects + Achieve Cost Efficiency + Deliver on Schedule”

Enhancing the Company’s EBITDA with quality growth is not driven solely by revenue expansion, but rather by integrated management across the entire value chainfrom project selection and cost control to disciplined execution. This is particularly critical in the construction industry, where projects are inherently complex and cost volatility is high. As such, improving EBITDA requires precision and proactive management across multiple dimensions. **Project Selection (Right Project Strategy)**

The Company adopts a disciplined approach to project selection, focusing on long-term value creation alongside sustainable profitability. Priority is given to projects that align with the Company’s strategic direction, both in terms of business expansion and strengthening its role within the value chain. In this regard, the Company emphasizes participation in infrastructure investment projects, particularly Public-Private Partnership (PPP) initiatives, to expand its role from a construction contractor to a strategic investment partner in infrastructure assets. These include projects such as motorways, rail systems, airports, and logistics hubs. Such projects not only provide construction opportunities but also enable the Company to generate recurring long-term income streams, thereby reducing overall revenue volatility. At the same time, the Company focuses on water infrastructure solutions, which are essential for economic development and climate resilience. The Company continues to strengthen its expertise in integrated water management systems, including flood prevention, reservoirs, drainage systems, and irrigation. This positions the Company to capture increasing demand from the public sector. This approach reflects a project selection strategy that goes beyond short-term financial returns, taking into account business scalability, alignment with core competencies, and the ability to generate stable long-term incomeultimately supporting sustainable and high-quality growth. **Cost Control and SG&A Management** The Company places strong emphasis on establishing a systematic cost management framework, which is a key driver of sustainable profitability. Cost management is applied across all components, including materials, labor, and subcontractors, under an efficient operating framework that spans proactive planning, strategic procurement, and rigorous subcontractor selection processes. In addition, the Company closely monitors project performance against budget to ensure effective cost control and minimize volatility at the project level. Alongside this, the Company manages Selling, General and Administrative Expenses (SG&A) in alignment with business scale and growth direction. Operational efficiency is enhanced through technology adoption, organizational streamlining, and optimal resource allocation. A key focus is improving the utilization rate of machinery and equipment, enabling more effective allocation of fixed costs and a tangible reduction in cost per project. This directly supports long-term profitability. **Project Management and Execution** The Company continues to strengthen its project management and execution framework, ensuring effective control over timelines, quality, and resource utilization. On-time project delivery not only mitigates the risk of penalties and indirect costs but also supports more consistent and stable revenue recognition. In parallel, the Company places importance on the effective management of variation orders and contractual claims through a structured and timely approach. This enables the Company to unlock additional revenue opportunities from existing projects without incurring significant incremental costs, thereby enhancing overall project profitability and operational efficiency.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	15.00	15.00	15.00	-1.24	9.63
EBIT Margin (%)	2.00	2.00	2.25	-0.36	-2.49
Current Ratio (TIMES)	1.00	1.10	1.20	1.09	1.09

Progress description

In the first half of 2026, the Company reported revenue of Baht 2,455 million, representing an increase of 9% compared with the same period of the previous year. The increase was primarily driven by continued growth in construction materials sales, particularly precast concrete segments (Segment), which helped offset the decline in revenue from the construction business. The expansion of the construction materials business was in line with the Company's strategic plan to diversify its revenue sources and reduce its reliance on the construction business alone.

However, despite the growth in revenue, the Company reported a net loss in the first half of 2026, mainly due to the review and revision of construction cost estimates for certain projects to reflect higher costs resulting from increases in energy and construction material prices. The higher project costs put pressure on the Company's profitability. In response, the Company has closely monitored project progress and continuously reviewed construction cost estimates, while implementing ongoing cost management and control measures to mitigate the impact of construction cost volatility. These efforts, together with improvements in operational efficiency and project management, are aimed at supporting the recovery of profit margins going forward.

Strategic Initiative

Strategic Initiative 1 : Selecting the Right and Strategic Projects

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establishing a Strong Project Selection Foundation (Foundation – FAST: Focus) • Establish clear Project Selection Criteria, covering financial returns, risk profile, contractual terms, and alignment with the Company's core expertise • Develop Project Evaluation Tools, such as financial models and risk assessment templates • Set up a Project Screening Committee to rigorously review and approve bid participation • Define Minimum Margin Thresholds and acceptable risk levels to ensure disciplined project selection • Develop a Cost Database to support accurate cost estimation and informed decision-making • Implement a Selective Bidding Process, prioritizing quality backlog over	Establishing a Strong Foundation for Project Selection (Foundation – FAST: Focus) The Company has established and developed a systematic project selection process to enhance the quality of projects pursued, manage project-related risks, and focus on projects that can generate appropriate returns. Key initiatives implemented include: Established clear and systematic Project Selection Criteria covering financial returns, project risk levels, contractual terms and conditions, as well as alignment with the Company's expertise and capabilities. Developed Project Evaluation Tools, including Financial Models

Year	Expected Outcomes	Actual Result
	volume (Quality Backlog > Quantity) • Prepare Pre-bid Analysis Reports to support management decision-making prior to bid submission	and Risk Assessment Templates, to systematically assess the financial feasibility and risks of potential projects prior to bidding decisions. Established a Project Screening Committee to screen and evaluate the suitability of potential projects and approve participation in bidding in accordance with the Company's established criteria. Established minimum Margin Thresholds and acceptable risk levels to ensure that project selection is aligned with the Company's return objectives and risk management framework. Developed a Cost Database to improve the accuracy of cost estimation and bidding prices, as well as to support project analysis and selection decisions. Implemented a Selective Bidding process focused on selecting high-quality projects that can generate appropriate returns rather than maximizing project volume, in line with the principle of "Quality Backlog > Quantity." Prepared Pre-bid Analysis Reports to support management's decision-making, covering financial returns, project risks, contractual terms and conditions, and key project considerations, thereby enabling more prudent and effective bidding decisions.

Strategic Initiative 2 : Cost Control and SG&A Management

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establishing Cost Systems and Standardization (FAST: Achieve Cost Efficiency – Foundation) • Invest in and implement a new ERP system to integrate procurement, project costing, finance, and equipment management across the organization • Define a standardized cost structure and unified cost coding system to enable effective comparison and control • Establish project-level cost budgets and implement monthly Actual vs. Budget tracking to monitor performance • Enhance strategic procurement processes, including the use of forward/long-term contracts for key materials • Strengthen control over SG&A expenses through disciplined budgeting and close performance monitoring	Establishing Cost Data Systems and Standards (FAST: Achieve Cost Efficiency – Foundation) The Company has established systems and standards for cost data to enhance cost management efficiency, improve the accuracy and transparency of cost information, and support management decision-making. Key initiatives include: Currently investing in and implementing a new ERP system covering procurement, project costs, finance, and machinery management processes, with the objective of integrating data across the organization and enhancing overall information management efficiency. Established standardized Cost Structures and Cost Codes across the Company to enable systematic comparison, analysis, and control of project costs. Prepared Project Budgets and implemented a monthly Actual vs. Budget cost monitoring system to closely track project performance and identify cost variances in a timely manner. Enhanced the Strategic Procurement process by introducing advance contracts for key materials to manage price and cost risks, while improving procurement efficiency. Strengthened SG&A cost control through budgeting and close monitoring of actual expenditures to ensure that expenses remain within the established framework and to improve overall operational efficiency.

Strategic Initiative 3 : Project Management and Execution

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establishing Project Standards and Control Systems (FAST: Schedule Reliability – Foundation) • Define a company-wide Project Management Framework, including project scheduling, Work Breakdown Structure (WBS), and key milestones • Establish a Baseline Schedule for all projects, along with defined delay thresholds for schedule control • Implement ERP and project monitoring systems to track project progress by comparing planned vs. actual performance • Set up a Project Control Team to monitor, analyze, and regularly report project status • Initiate a structured system for Variation Orders and Claims Management, with standardized processes and proper documentation	Establishing Project Management Standards and Control Systems (FAST: Schedule Reliability – Foundation) The Company has established project management standards and developed project control systems to enhance project management efficiency, improve schedule control, mitigate delays, and strengthen systematic monitoring of project performance. Key initiatives include: Established a standardized Project Management Framework across the organization, covering the development of Project Schedules, Work Breakdown Structures (WBS), and key project milestones. Established Baseline Schedules for all projects as a reference framework for monitoring project progress and implemented Delay Thresholds to enable timely identification and management of schedule-related risks. Currently implementing an ERP / Project Monitoring System to monitor project progress by comparing actual performance against planned schedules (Planned vs. Actual), enabling systematic monitoring of project status and performance. Established a Project Control Team responsible for monitoring, analyzing, and regularly reporting project progress, key risks, and delays to management. Established a system for managing Variation Orders and Claims, including standardized procedures and supporting documentation, to improve the management of scope changes and the Company's ability to exercise its contractual rights and entitlements.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Civil Engineering Public Company Limited has established an Anti-Corruption and Anti-Bribery Enhancement Plan as a proactive framework to strengthen corporate governance, transparency, and a culture of integrity across all levels of the organization, including the Board of Directors, management, employees, and all business partners. The Plan aims to prevent and mitigate risks associated with all forms of corruption and misconduct. It comprises the following key measures:

1) Formalization of Policies and Code of Conduc
2) Systematic Fraud Risk Assessment and Management
3) Training and Awareness Programs
4) Enhancement of Whistleblowing Channels

The implementation of this Plan is subject to ongoing governance oversight and performance evaluation mechanisms to ensure continuous improvement and alignment with international standards and applicable legal requirements. The Company is committed to strengthening stakeholder and public confidence by conducting its business with transparency, accountability, and integrity, while continuously advancing toward becoming a leading organization in anti-corruption practices and sustainable development.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	Success	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	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	Success	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	Success	Success	Success	In Progress	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	In the process of applying for	In the process of applying for	Certified	Not Started	In the process of applying for

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	certification.	certification.			certification.
Declaration of Intent for Participation in the Thailand Private Sector Collective Action Against Corruption (CAC)	In the process.	In the process.	Success	-	In Progress
Fostering an Organizational Culture that Promotes Active Participation in Anti-Corruption Efforts.	In the process.	Success	Success	-	In Progress

Progress description

The policy and implementation guidelines have been completed.

Strategic Initiative

Strategic Initiative 1 : The Company has been granted certification under the Thailand Private Sector Collective Action Against Corruption (CAC) by the Thai Institute of Directors Association (Thai IOD), reflecting its commitment to anti-corruption practices and good corporate governance.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The Company has formally declared its intention to join the Thailand Private Sector Collective Action Against Corruption (CAC), demonstrating its commitment to upholding robust anti-corruption practices and aligning with recognized corporate governance standards.	In Progress

Strategic Initiative 2 : The Company implements structured communication across all levels of management and employees to reinforce awareness of anti-corruption principles. All personnel are required to demonstrate a strong commitment and act as role models by strictly adhering to integrity, ethical standards, and the Company's anti-corruption policies.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The Company develops and maintains manuals, guidelines, and communication materials on anti-corruption, which are disseminated through various channels to enhance awareness and provide knowledge to employees across all levels of the organization.	In Progress

Enhancing whistleblowing mechanisms

Civil Engineering Public Company Limited and its subsidiaries (the "Company") recognize that conducting business in strict adherence to the principles of good corporate governance, transparency, and accountability constitutes a fundamental foundation for sustainable growth and the preservation of trust among shareholders, investors, and all stakeholders. In furtherance of its commitment to align with international standards and best practices in corporate governance, the Company has adopted and continues to enhance its Whistleblowing and Complaint Policy in accordance with the Board of Directors' Resolution No. 1/2020. This Policy establishes a formal framework and control mechanism for the reporting, monitoring, prevention, and suppression of any acts of misconduct, wrongdoing, or non-compliance that may adversely impact the Company's reputation, operational integrity, financial position, or lawful interests.

The scope of this Policy is not limited to anti-corruption, anti-bribery, or the misuse of authority. It also encompasses a wide range of compliance and risk-related matters, including but not limited to violations of the Company's Code of Conduct, irregularities in accounting practices or internal control systems, as well as occupational health and safety issues and environmental impacts, all of which are considered critical risks within the construction industry. The Company is committed to fostering a transparent, accountable, and secure reporting environment (Speak-up Culture) by providing multiple reporting channels that are accessible, independent, and appropriately governed. The Company further ensures that all disclosures are handled with strict confidentiality and that whistleblowers acting in good faith are protected against any form of retaliation, intimidation, or unfair treatment, in accordance with applicable laws and internal regulations.

In addition, all reported matters shall be subject to a formal fact-finding and investigation process conducted by an independent and impartial investigation committee comprising representatives from relevant functions. Such investigations shall be carried out in a timely manner, within clearly prescribed timeframes, and in accordance with due process to ensure fairness, transparency, and accountability for all parties involved. This Policy and its associated procedures form an integral component of the Company's enterprise risk management and internal control framework, aimed at safeguarding corporate value, ensuring regulatory compliance, and maintaining long-term stakeholder confidence. The Company remains committed to upholding the highest standards of integrity and responsibility as a listed company on the Stock Exchange of Thailand, while advancing sustainable business practices alongside social and environmental stewardship.

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	In Progress
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 are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.	Success	Success	Success	In Progress	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	-	-	-	Complete	Success
Improving the Effectiveness of the Whistleblowing System.	In Progress	In Progress	Success	-	In Progress

Progress description

The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors

Strategic Initiative

Strategic Initiative : Strengthening the Internal Whistleblowing Mechanism

Status On track

Year	Expected Outcomes	Actual Result
2026	• The Company is committed to fostering a culture of integrity and accountability by creating a safe and trusted environment for all stakeholders across the value chain. This initiative aims to position the Company as a role model in business ethics, guided by the following four key objectives: • (1.) Building Maximum Trust Ensuring the highest level of confidentiality and personal data protection to eliminate psychological barriers, thereby encouraging employees and external parties to report critical information with confidence. • (2.) Efficient and Accurate Case Management Leveraging technology to prioritize and screen cases based on urgency, enabling the Board of Directors to promptly address high-risk or high-impact issues in a timely and effective manner. • (3.) Promoting a Culture of Transparency Encouraging positive behaviors through recognition and reward mechanisms, reinforcing whistleblowing as a valued and commendable practice within the organization. • (4.) Traceable and Transparent Processes Designing a system that allows whistleblowers to track the progress of their reports throughout the process via a reference code, without the need to disclose their identity to the Company.	In Progress

Governance of Risk and Management Compliance

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

The Company places strong emphasis on systematically developing and enhancing its succession planning process to ensure that high-potential personnel are well-prepared to assume key leadership positions effectively. This approach supports business continuity, mitigates risks associated with the loss of key personnel, and strengthens long-term organizational stability. In this regard, the Nomination and Remuneration Committee (NRC) plays a critical role in reviewing and endorsing succession plans for the Chief Executive Officer and senior executives, ensuring that talent selection and development processes are structured, robust, and aligned with the Company's strategic direction and business operations.

Furthermore, the Company has established clear guidelines for the development and readiness of talent for key positions. Management is tasked with systematically identifying and developing potential successors, in alignment with strategic objectives and operational plans. This ensures effective succession, enhances management continuity, improves the quality of decision-making, and supports sustainable value creation for the Company over the long term.

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	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.	In Progress	Success	Success	In Progress	In Progress
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
Disclosure of Succession Planning Outcomes in the Annual Report.	In Progress	Success	Success	-	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The Company establishes a monitoring and evaluation system to assess the performance of identified successors following their development, ensuring effective application in their roles. The results are regularly reported to the Board of Directors.	Not Started	In Progress	Success	-	In Progress
The Company defines, monitors, and evaluates the performance of identified successors to ensure their readiness and effectiveness in assuming key roles.	Not Started	In Progress	Success	-	In Progress

Progress description

The Company has conducted a comprehensive assessment to identify critical roles and associated risks, with the objective of categorizing and prioritizing key positions that require succession plans.

Strategic Initiative

Strategic Initiative : The Company systematically advances its succession planning framework for the CEO, senior executives, and key role personnel, focusing on leadership readiness, performance continuity, and alignment with strategic objectives.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and update the Succession Policy covering the CEO and key positions to align with corporate governance principles and ESG HR practices. • Review and enhance the Succession Governance Structure and assign responsibilities at each level, including the Nomination and Remuneration Committee (NRC), Human Resources Department, and the Succession Committee. • Develop a Succession Planning Framework Manual to serve as a standardized guideline across the organization. • Establish succession criteria to prepare talent and readiness plans effectively. • Identify critical roles/positions and associated risks to ensure an efficient and systematic succession process. • Communicate the importance of succession planning to employees through multiple channels to increase awareness and engagement. • Monitor and summarize the progress of individual development plans and evaluate the overall effectiveness of succession plans. • Maintain a Talent Management Framework Manual as a central	In Progress

Year	Expected Outcomes	Actual Result
	organizational standard, and implement a fully operational Talent Pool database by 2027.	

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

The Company will develop a Greenhouse Gas (GHG) Inventory covering both direct GHG emissions (Scope 1) and indirect GHG emissions (Scope 2). The GHG Inventory is scheduled to be completed by 2026, and the resulting reports will undergo verification by an external auditor accredited and registered with the relevant regulatory authority. This ensures that the GHG data reported are accurate, reliable, and credible. The Company anticipates disclosing partial GHG emissions data starting in 2027, with the full disclosure of Scope 1 and Scope 2 emissions targeted for 2028.

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	Success

Progress description

The Company has completed the verification process and obtained Carbon Footprint Label certification from the Thailand Greenhouse Gas Management Organization (TGO).

Strategic Initiative

Strategic Initiative : The Company prepares Greenhouse Gas (GHG) reports and conducts verification of GHG emissions covering Scope 1 and Scope 2.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Collect GHG emissions data from the corporate headquarters, construction project sites, and factories/maintenance centers covering Scope 1 and Scope 2, and establish the baseline year (2025). • Prepare and verify the baseline GHG emissions report through an external auditor to ensure accuracy and reliability. • Set clear organizational GHG reduction targets in line with corporate sustainability goals. • Develop an organizational GHG reduction plan to implement measures for achieving the set targets.	Success

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/CIVIL0_JUMP%2B_Plan_Year_2026-2028_EN.pdf

Attachments

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/CIVIL/1787302643392.pdf