



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



CHAOPRAYAMAHANAKORN PUBLIC COMPANY LIMITED

(CMC)

at 30 June 2026

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Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Strategic Plan 1 : 1. Achieving exponential growth with the "Wellness Residence" model.	5
Strategic Plan 2 : 2. Investing in digital technology to support the real estate and wellness businesses.	7
Section 2 Governance Plan	10
Ensuring the independence of the board of directors	11
Enhancing anti-corruption and fraud prevention efforts	13
Enhancing the prevention of insider information	15
Enhancing prevention of conflicts of interest	18
Incorporating ESG performance metrics into long-term incentive plans for executives	20
Section 3 Climate Action Plan	23
Greenhouse gas inventory (GHG) plan	24
Decarbonization	26
Attachment	29



CHAOPRAYAMAHANAKORN PUBLIC COMPANY LIMITED

SET	CG Report :
Property & Construction / Property Development	SET ESG Ratings: -
	Anti-Corruption Certification (CAC): Yes

Business Type

CMC operates 3 main businesses as follows.1. Residential property development business includes condominium, townhouse, townhome and single detached house, focused mainly on condominium. 2. Business of property development for lease 3. Construction contractor business and furniture and wall manufacturing business

Financial Statement					JUMP+ Plan			
Year	2025	2024	2023	2022	Business Plan			
Income Statement (MB)					Target in 2028			
Revenues	1,209.30	1,990.94	1,325.16	1,258.28	Net Profit	50.00 Million Baht		
Expenses	1,339.47	1,939.76	1,342.85	1,207.96	Strategic Plan	Growth	Profitability & Efficiency	Stability
Net Profit	18.46	-213.50	-206.45	-79.17				
Balance Sheet (MB)					1. Strategic Plan 1 : 1. Achieving exponential growth with the "Wellness Residence" model.			
Assets	7,003.99	7,109.34	7,567.56	6,122.80		✓	✓	
Liabilities	4,806.89	4,926.56	5,222.46	3,557.64	2. Strategic Plan 2 : 2. Investing in digital technology to support the real estate and wellness businesses.			
Shareholders' Equity	2,198.63	2,183.46	2,343.23	2,563.42		✓	✓	
Cash Flow (MB)					Governance Plan			
Operating	211.89	63.13	-1,283.22	-297.20	1. Ensuring the independence of the board of directors			
Investing	-2.14	177.32	-125.96	-137.07	2. Enhancing anti-corruption and fraud prevention efforts			
Financing	-282.48	-313.04	1,279.56	533.90	3. Enhancing the prevention of insider information			
Financial Ratio					4. Enhancing prevention of conflicts of interest			
EPS (Baht)	0.02	-0.19	-0.19	-0.08	5. Incorporating ESG performance metrics into long-term incentive plans for executives			
GP Margin (%)	22.01	27.35	22.04	29.73	Climate Action Plan			
NP Margin (%)	1.46	-10.85	-15.68	-6.35	1. Greenhouse gas inventory (GHG) plan			
D/E Ratio (Times)	2.19	2.26	2.23	1.39	2. Decarbonization			
ROE (%)	0.84	-9.43	-8.41	-3.02				
ROA (%)	7.47	0.70	-0.26	0.86				

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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Net Profit (Million Baht)	50.00	18.46	-126.12



ChaoPhraya Mahanakorn Public Company Limited
(CMC)
2026 - 2028

This report was approved by the Board of Directors on March 6, 2026. Published on March 25, 2026

This plan is part of the Jump+ (Adding Value to Listed Companies) project and the Corporate Value Up project.

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Balanced & Sustainable Revenue Growth

By 2028, CMC Group aims to increase total revenue through a growth strategy focused on "quality of revenue" rather than simply expanding sales quantity. The company is currently restructuring its revenue model from a highly volatile real estate sales business, influenced by economic cycles and interest rate fluctuations, towards a more diversified and stable revenue structure. The core of this strategy is increasing the proportion of revenue from non-real estate businesses, particularly service and recurring income businesses. This will help reduce performance volatility, improve cash flow forecasting, and enhance balance sheet flexibility in the medium to long term.

This rebalancing of the revenue mix will allow CMC Group to manage real estate cyclical risks more effectively, while simultaneously opening opportunities to expand its revenue base into higher-growth and profitable businesses. This reflects a transition from a "cyclical property developer" model to a more stable and sustainable revenue structure in the real estate and service sectors. From an investor's perspective, this strategy will be a key factor in supporting long-term profit growth, reducing performance volatility, and enhancing the company's attractiveness as a stock that balances growth and stability in an uncertain economic environment.

Progress description

Business operations providing care services for the elderly and dependents. The company is implementing the Cheewasai Palm Springs Chiang Mai project, with the following details and project progress:

1. Project Operations and Expansion

- Phase 1, with 46 beds, is currently fully occupied.
- The company is in the process of expanding Phase 2 of the project by constructing 3 additional buildings to accommodate an additional 48 service users, bringing the total number of beds in the project to 94.
- Currently, the application for a health establishment operating license for Phase 2 operations is in progress. Officials have inspected the project site, and the company is in the process of making corrections based on the inspection recommendations.
- The official operating license is expected to be obtained by October 2569 (2026).

2. Solar Roof Installation and Sustainability Operations

The company is considering installing Solar Roofs on all 3 buildings of Phase 2, with a total generation capacity of approximately 90 kW. The objectives are to enhance energy efficiency, reduce long-term energy costs, and support the company's environmental and sustainability operations.

Installation of Solar Roof will support operations in the following key areas:

- Greenhouse Gas Reduction (Decarbonization): Utilizing solar energy, which is clean energy, can reduce greenhouse gas emissions by approximately 62-72 tons of CO₂e equivalent per year, or the equivalent of carbon sequestration by approximately 6,500-7,600 trees per year.
- Supporting Carbon Neutrality and Net Zero goals: Increasing the use of clean energy will be part of supporting the company's strategic plan to achieve Carbon Neutrality and Net Zero Emissions.
- Increasing the proportion of renewable energy use (Renewable Energy Transition): This helps increase the company's proportion of renewable energy use and supports environmental operations in line with international sustainability guidelines and standards.

Growth plan/Increase business value

Strategic Plan 1 : 1. Achieving exponential growth with the "Wellness Residence" model.

Achieving Expansionative Growth with the “Wellness Residence” Model

The company aims to develop a new type of residential project under the “Wellness Residence” concept, which integrates living with health services and holistic wellness care to meet the growing trend of consumers, both Thai and international, prioritizing quality of life and health.

This business model focuses on designing living spaces that promote good health in terms of physical, mental, and lifestyle aspects. This includes allocating spaces for health-promoting activities, building systems that support a well-being environment, and integrating various wellness services such as preventative care, rehabilitation, exercise, and nutritional care.

Targets

The company aims to continuously increase revenue and profits by focusing on developing Wellness Residence projects and increasing the proportion of recurring revenue from healthcare services and project management, in order to strengthen revenue stability and support long-term business growth.

• Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	5%	10%	15%	-39.26	28.28
Gross Profit Margin (%)	15%	20%	25%	22.01	24.75

Remark corporate financial targets : Corporate financial targets are strategic goals set by a company to guide its future business operations. These targets may be adjusted to reflect economic conditions, market trends, and other factors relevant to the company's business at different times.

• Other Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
The company aims to develop a clear concept and model for Wellness Residence projects, and to implement a to test related wellness business models and services. This includes fostering collaboration with health and wellness business partners and developing a project management system. The company will monitor and evaluate the performance of the pilot project to use the results to develop and prepare for expanding the Wellness Residence model to other company projects in the future.	The company and its subsidiaries develop pilot projects to test business and service models in the wellness sector, as well as develop project management systems to support	The company and its subsidiaries will develop a clear concept and model for the Wellness Residence project, conduct a feasibility study, and establish collaborations with relevant	Monitor and evaluate the project's performance, use the results to improve the business model, and prepare for expanding the Wellness Residence model to other	The Chiwasai Palm Springs Chiang Mai Project, providing care for the elderly or those requiring assistance, with a capacity of 46 beds, and the development of a Mixed-Use Wellness	The Chivasai Palm Springs Chiang Mai project has been expanded with the addition of Phase 2, involving the construction of 3 new buildings with 48 beds, bringing the

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
	operations, land and building development, and the procurement of medical equipment, rehabilitation and physical therapy equipment, and wellness & prevention equipment to support holistic healthcare.	health and wellness business partners.	company projects in the future.	Residence project model, the Montra Chao Phraya-Charoenkrung Project.	total project capacity to 94 beds. Additionally, the Montra Chao Phraya-Charoenkrung Mixed-Use Wellness Residence project has completed its design development and is currently in the process of submitting applications for demolition and construction permits.

Progress description

1.

Proceed with the expansion of the Chiwasai Palm Springs Chiang Mai project, adding Phase 2, by constructing 3 additional buildings with 48 beds, bringing the total number of beds for the entire project to 94.

2.

The Montra Chao Phraya-Charoenkrung Mixed-Use Wellness Residence project has completed its development plan and is currently in the process of submitting applications for demolition permits and construction permits for the project.

3.

Proceed with the development of a Data-Driven Organization / DataLake for standard operating procedure knowledge base, CRM/Data Fundamental customer management system to replace the old system, 100 Personas / Outside-in Lead-grading criteria A-F, and internal data protection (MNPI) Confidential-guard (fail-closed).

4.

Consider implementing the installation of a 90 kW SolarRoof for the Chiwasai Palm Springs Chiang Mai project.

Strategic Initiative

The company plans to develop under the Wellness Residence model to test a business model that integrates residential living with holistic health and wellness services. The focus will be on developing project concepts, designing spaces and amenities that enhance quality of life, and developing wellness services that meet residents' needs. Furthermore, the company plans to collaborate with business partners specializing in health and wellness to enhance its business capabilities, while also monitoring and evaluating the performance of the pilot project. The results will be used to develop and expand the Wellness Residence model to other company projects in the future.

Strategic Initiative : The company plans to develop a pilot project under the Wellness Residence model to test a business model that integrates residential living with holistic health and wellness services. The focus will be on developing project concepts, designing spaces and amenities that enhance quality of life, and developing wellness services that meet residents' needs. Furthermore, the company plans to collaborate with business partners specializing in health and wellness to enhance its business capabilities, while also monitoring and evaluating the performance of the pilot project. The results will be used to develop and expand the Wellness Residence model to other company projects in the future.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	Conduct a feasibility study and develop a Wellness Residence project concept, including preliminary project design, market potential analysis, and establishing collaborations with health and wellness partners in preparation for the development of a pilot project.	A project feasibility study (Feasibility Study) for the Montra Chao Phraya-Charoenkrung Mixed-Use Wellness Residence project has been conducted, and the project model has been developed and completed. The company is currently preparing to submit applications for demolition and construction permits for the project, in order to proceed with its construction.

Strategic Plan 2 : 2. Investing in digital technology to support the real estate and wellness businesses.

Furthermore, the company aims to develop a wellness service system and platform to support residents and users of its projects, generating recurring income from health services and activities, alongside revenue from real estate development and sales. Developing a Wellness Residence model also creates a competitive differentiation for the company in the real estate market, increases project value in the long term, and supports sustainable business growth. The company will initially implement a pilot project to test the business model and assess market potential before expanding to other projects in the future.

Targets

The company aims to leverage digital technology to develop and support its real estate and wellness services businesses. This will enhance project management efficiency, improve service quality, and enhance customer experience. The focus is on developing digital systems and platforms that effectively connect building management, wellness services, and customer communication. This will strengthen the company's competitiveness and support future business growth.

• **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	12%	18%	22%	-39.26	28.28

Remark corporate financial targets : Corporate financial targets are strategic estimates of a company to guide its future business operations. These targets may be adjusted based on economic conditions, market trends, and factors related to the company's business operations at different times.

• Other Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
The company aims to develop and implement digital technologies to support its real estate and wellness services businesses, enhancing project management efficiency and customer service. This includes developing digital systems and platforms that improve the resident experience, customer communication, and internal data management. Furthermore, the company focuses on developing the capabilities of its personnel to effectively utilize technology in their operations, supporting long-term business growth.	The company and its subsidiaries plan to invest in developing and implementing digital technologies for project management and business operations in order to increase operational efficiency and control organizational costs.	The company and its subsidiaries are looking to enhance their revenue generation capabilities by leveraging digital systems to support project management, customer service, and wellness business operations, thereby improving business efficiency.	The company and its subsidiaries envision generating revenue and profit growth by leveraging digital technology to develop their real estate and wellness services businesses, while strengthening their competitiveness and long-term financial sustainability.	Utilize the ICONREM software system for customer management and an ERP system for internal operations.	Develop Data-Driven Organization / Data Lake, Standardized System Knowledge Repository, CRM/Data Fundamental Customer Management System to replace the legacy system, 100 Personas / Outside-in Lead-grading criteria A-F, and an internal data protection system (MNPI) Confidential-guard (fail-closed).

Progress description

1.

Develop Data-Driven Organization / Data Lake, a standardized knowledge repository for operational systems, CRM/Data Fundamental, a customer management system replacing the old system, 100 Persona / Outside-in, and Lead-grading criteria A-F

2.

and an internal data protection system (MNPI) Confidential-guard (fail-closed)

Strategic Initiative

Strategic Initiative : Developing a pilot project under the Wellness Residence model.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	The process begins with a feasibility study of the project, defining the concept and model for integrating digital technology to support real estate operations and wellness services. This includes preliminary project design, market potential and target customer analysis, and the selection of relevant health and wellness business partners. A plan for investment and preparation is then developed, encompassing land development, resources, equipment, and related aspects, to support the development of a pilot project in the next phase.	The Company has implemented its plan by utilizing digital technology to support its real estate business operations, and is currently developing systems to enable more efficient management. In the future, these will be further developed to support Wellness services, which are currently under project development.

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

Director Independence Plan

1. Objectives of the Plan. To strengthen good corporate governance standards. To enable the company's Board of Directors to perform their duties independently, transparently, and without conflicts of interest. To comply with the independence criteria of the Stock Exchange of Thailand and international principles of corporate governance. To enhance confidence among shareholders, investors, and stakeholders in the Board's decision-making process.
2. Definition of Independent Director. The company adheres to criteria consistent with the Stock Exchange of Thailand's announcements, whereby directors must possess key qualifications such as: having no financial or business interests that could influence decisions; not being an employee, executive, or regularly compensated advisor within the past 3 years; having no family relationship with key executives; not holding shares exceeding the prescribed threshold; and being able to express opinions independently regarding the company's operations.
3. Board Structure and Proportion of Independent Directors. The company stipulates that the proportion of independent directors must be at least 1/3 of the total number of directors. The number and qualifications of independent directors are reviewed annually. Independent directors must not hold office for more than 9 consecutive years to prevent risks arising from long-term relationships.
4. Mechanism for Selection and Appointment of Independent Directors. The Nomination and Remuneration Committee (NRC) defines the following steps: Analyze necessary skills (Skill Matrix) to determine appropriate characteristics for independent directors. Verify qualifications according to SET criteria. Select individuals from professional director databases (IOD, SET, or other networks). Conduct in-depth interviews and independence assessments. Propose names to the Board of Directors and shareholders' meeting for approval.
5. Conflict of Interest Prevention Policy. The company implements the following: Independent directors are required to disclose their personal interests annually. If there is an issue involving personal interests, they must abstain from voting. A Conflict of Interest (COI) Register is maintained for monitoring and review. A Whistleblower system is utilized to provide channels for complaints to prevent lack of transparency.
6. Mechanisms to Support Independent Functioning. Independent directors have full access to important company information. The company provides a Company Secretary to support with information and legal matters. If necessary, independent directors can seek advice from external experts, with the company bearing the costs. Continuous training is provided, such as IOD courses, corporate governance courses, and ESG.
7. Evaluation of Independence. Evaluation is conducted at least once a year, based on: the ability to express opinions independently, the absence of conflicts of interest, the level of meeting attendance and participation, and the scores from the overall board evaluation. The evaluation results are reported transparently to the NRC and the Board.
8. Public Disclosure. The company discloses information about independent directors in its annual report and on its website, including: background and qualifications, term of office, meeting attendance, and disclosure of personal interests.
9. Development Plan for 1–3 Years
Year 1: Review board structure and align with SET criteria. Encourage directors to attend various training programs and enhance their knowledge in areas related to newly emerging regulations.
Year 2: Enhance independent directors' skills in ESG, Digital Governance, and prepare a Skill Matrix and Succession Plan for directors.

Year 3: Conduct in-depth evaluation of independent directors' effectiveness, along with an External Review, and update independence criteria to align with international standards and the latest SET regulations.

Targets

Title	Target			Actual Result	
	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

Progress description

1. The Chairman of the Board of Directors of Chaopraya Mahanakorn Public Company Limited is an independent director, with Assoc. Prof. Dr. Pradit Wanarat currently holding the position.
2. The Board of Directors of Chaopraya Mahanakorn Public Company Limited currently comprises a total of 8 directors, 4 of whom are independent directors.

Strategic Initiative

Strategic Initiative : 2026 Council and Board Structure Review Encourage directors to attend various training programs and enhance their knowledge in areas related to newly emerging regulations. 2027 Develop knowledge on healthcare, ESG and Digital Governance Encourage directors to attend various training programs and enhance their knowledge in areas related to newly emerging regulations. 2028 Improve the steepness of the audit to keep up with international standards Encourage directors to attend various training programs and enhance their knowledge in areas related to newly emerging regulations.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	The board structure complies with SET criteria and has a standard proportion of independent directors.Directors’ Knowledge Development	The company's board structure complies with SET criteria and maintains a standard proportion of independent directors. Currently, efforts are underway to enhance the directors' knowledge in various areas, including new regulations, to ensure alignment with their respective positions.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

1. The objective of the plan is to create a transparent and ethical corporate culture, preventing and reducing the risk of fraud and corruption within the organization, in accordance with laws and corporate governance standards.
2. Key strategies for combating fraud and corruption include: policies and governance frameworks; establishing an anti-corruption policy; defining a Code of Conduct and declaring a Risk Appetite against corruption; preventive measures; establishing internal audit and control systems; segregation of duties and approval processes; background checks on employees and business partners; ethics, anti-corruption, and PDPA training for employees and management; and a secure and confidential whistleblower/complaint system.
3. Reporting and disclosure: Regularly reporting policy implementation to the registrar and the board; and publicly disclosing policies and performance results in the Annual Report and on the company website.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	Success
An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	-	-	-	Complete	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	-	-	-	Complete	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified
Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies	In Progress.	The company is in the process of establishing guidelines to encourage its	The company expects to implement anti-corruption policies and	-	The company is in the process of establishing guidelines to encourage

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
		key Tier 1 business partners to adopt anti-corruption policies and practices. This includes plans to create selection and evaluation criteria for business partners that encompass good corporate governance aspects, and to require partners to be aware of and comply with the company's anti-corruption policy. Furthermore, the company will continuously monitor and evaluate compliance with this policy to promote transparent and fair business dealings with its partners.	practices with its key direct business partners (Critical Tier 1), and to establish monitoring and evaluation systems to assess their compliance. This aims to promote transparent business collaboration in accordance with the company's good corporate governance principles.		key direct business partners (Critical Tier 1) to adopt anti-corruption policies and practices. Some of these partners have already joined the Thai Private Sector Collective Action Against Corruption (CAC).

Progress description

- The company is in the process of establishing guidelines to promote key business partners who directly conduct business with the company (Critical Tier 1) to have policies and practices regarding anti-corruption.
- Some major business partners have already joined the Thai Private Sector Collective Action Against Corruption (CAC), and some are in the process of preparing to join.

Strategic Initiative

Strategic Initiative : Year 1 Strategic Initiative / Key Plan: Establish a Whistleblower & COI Register system. Year 2: Train staff and committee members on ethics and corruption, assess corruption risks regularly, monitor and evaluate key trading partners (Critical Tier 1).Year 3: Conduct an External Assessment / Audit, improve the control system and prevent recurrence.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The process is ongoing, and a clear policy announcement is expected to be made and all parties will be informed. • Reduce corruption risk and increase transparency	1. The company has established a Whistleblower system (channel for reporting corruption) to provide a safe and confidential channel for employees, internal personnel, and external stakeholders to report complaints or corruption tips. By • The channels include email at Whistleblower@cmc.co.th, P.O. Box 49 Samre, and addressed to the Chairman of the Audit Committee at 909/1 CMC Tower, 6th Floor, Rooms 601-602, Somdet Phra Chao Tak Sin Road, Dao Khanong Subdistrict, Thonburi District, Bangkok 10600. • implementing measures to protect whistleblowers. • Management and reporting processes have been established. 2. Currently developing a COI (Conflicts of Interest) Register to monitor, verify, and prevent conflicts of interest between personal interests and the company's interests, thereby enhancing the effectiveness of good corporate governance.

Enhancing the prevention of insider information

Enhanced Insider Information Prevention Plan

The company prioritizes insider information governance as a key mechanism for good corporate governance, transparency, and fairness in the capital market. Therefore, the company has established an enhanced insider information prevention plan to strengthen its control, oversight, and operational systems in accordance with laws, regulatory authority regulations, and best practices in the capital market.

This strategic plan focuses on defining and reviewing policies, practices, and control measures related to access, use, and disclosure of inside information to ensure clarity, rigor, and auditability. This includes restricting access rights based on roles and responsibilities, overseeing securities trading by directors, executives, and employees, and establishing control measures during periods when sensitive information is not yet publicly disclosed.

Furthermore, the company emphasizes enhancing the knowledge, understanding, and awareness of directors, executives, and employees at all levels regarding their duties and responsibilities in maintaining and using inside information appropriately through

continuous communication and training. This fosters a corporate culture committed to ethics, integrity, and responsibility towards stakeholders.

The company regularly monitors, reviews, and assesses the effectiveness of its insider information prevention measures and reports the results to the Board of Directors. This ensures that operations are appropriate, sufficient, and capable of adapting to changes in the business environment and regulatory requirements, thereby enhancing long-term confidence among shareholders, investors, and the public.

Targets

- 1. Strengthen the governance and insider control system to be clear, rigorous, and in compliance with the laws and regulations of regulatory agencies.
- 2. Ensure that directors, executives, and relevant employees have the knowledge, understanding, and awareness of their duties and responsibilities in the appropriate use and maintenance of inside information.
- 3. Reduce the risk of misuse of inside information and enhance transparency, fairness, and confidence among shareholders, investors, and stakeholders in the company's business operations.

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.	-	-	-	Complete	In Progress
A Board-approved written policy on insider information prevention has been clearly defined and implemented	-	-	-	Complete	Success
A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	-	-	-	Complete	Success
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	-	-	-	Complete	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.	The company requires the creation of an insider list for transactions or sensitive information that may affect security prices, specifying the names of individuals	The company has an Insider List policy for transactions or sensitive information that may affect security prices. This policy specifies the names of individuals	It is mandated that a list of individuals involved in inside information be compiled and publicly disclosed on a case-by-case basis for significant transactions	-	Consideration is given to the preparation of Inside Information concerning transactions or significant data that may impact securities prices. A list of individuals

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	who have access to inside information on a case-by-case basis, and overseeing and monitoring compliance with the company's inside information policy.	who have access to inside information on a case-by-case basis, and oversees and monitors compliance with the company's insider information policy.	or events that may affect security prices and investor decisions. Such individuals must comply with restrictions on the use and disclosure of such information, including prohibitions on trading securities while the information is not publicly available. This is to enhance transparency, fairness, and strict compliance with regulatory guidelines.		with access to such inside information is identified on a case-by-case basis. Currently, there are no significant events that have affected securities prices.

Progress description

- Consideration is given to preparing Inside Information for transactions or significant data that may affect securities prices, with the identification of individuals with access to inside information on a case-by-case basis. Currently, there are no significant events that have affected securities prices.
- Notifications are issued concerning the prohibition on securities trading (Blackout Period) for individuals with access to inside information.

Strategic Initiative

1. Review and revise policies and practices regarding the use of inside information to ensure clarity, comprehensiveness, and compliance with laws and regulations of regulatory agencies. 2. Strengthen the control system for accessing and using inside information by restricting access rights according to roles and responsibilities, and establishing appropriate monitoring and verification of access to information.
3. Systematically oversee the securities trading of directors, executives, and employees, including the determination of prohibition periods for securities trading and the reporting of securities holdings in accordance with regulations.
4. Enhance knowledge, understanding, and awareness regarding the use of inside information through continuous communication and training.
5. Regularly monitor, evaluate, and report the effectiveness of measures to prevent the use of inside information to the Board of Directors.

Strategic Initiative : The company plans to upgrade its internal data governance and control system to prevent the misuse of sensitive company information and enhance confidence among shareholders, investors, and stakeholders. Key actions will include: 1. Policy and practice development; 2. Development of internal data control systems and tools; 3. Oversight and monitoring of policy compliance; 4. Awareness campaigns and training; 5. Continuous system evaluation and improvement.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- We plan to hire external consultants to study and design an internal data management system that aligns with good corporate governance principles. - Review and revise policies, practices, and processes for controlling the use of internal data. - Develop guidelines and tools for overseeing and monitoring the use of internal data by directors, executives, and employees.	Policies, practices, and internal data usage control processes have been reviewed and revised, and will be presented to the Board of Directors in November 2026 for consideration and approval for implementation. Guidelines and tools for supervising and monitoring the internal data usage by directors, executives, and employees are currently under development.

Enhancing prevention of conflicts of interest

The Company places strong emphasis on the governance of insider information as a key mechanism of good corporate governance, transparency, and fairness in the capital market. Accordingly, the Company has established an insider information prevention enhancement plan to strengthen its control systems, oversight, and operational practices to ensure compliance with applicable laws, regulatory requirements, and recognized best practices in the capital market. The plan focuses on establishing clear policies and guidelines governing the access to, use of, and disclosure of insider information, limiting access rights based on roles and responsibilities, overseeing securities trading by directors, executives, and employees, and implementing appropriate control measures during periods in which material information has not yet been disclosed to the public. At the same time, the Company places importance on enhancing knowledge, understanding, and awareness among directors, executives, and employees at all levels regarding their duties and responsibilities in safeguarding insider information through continuous communication and training. This approach aims to foster an organizational culture grounded in ethics, integrity, and accountability toward stakeholders. The Company regularly monitors, reviews, and evaluates the effectiveness of its insider information prevention measures and reports the results to the Board of Directors to ensure that such measures remain appropriate, sufficient, and responsive to changes in the business environment and regulatory requirements. These efforts contribute to strengthening the confidence of shareholders, investors, and the public in the Company over the long term.

Targets

Directors, executives, and relevant employees must disclose 100% of their conflicts of interest by 2026.

Reviews and approval of conflict of interest disclosures must be conducted at least once a year, covering 100% of the target group.

The number of undisclosed or unmanaged conflicts of interest cases must be reduced to zero (0 cases) by 2027.

At least 95% of directors, executives, and relevant employees must receive training/communication on conflicts of interest annually.

In cases where a conflict of interest is discovered, it must be considered and management measures determined within 30 days of receiving the information.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent conflicts of interest.	-	-	-	Complete	In Progress
The company has developed a comprehensive,written policy and guidelines to prevent conflicts of interest,which have been approved by the Board of Directors.	-	-	-	Complete	Success
Compliance with the conflict of interest policy is monitored through a formal process at least annually.	-	-	-	Complete	In Progress
Conflicts of interest are 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.	-	-	-	Complete	In Progress
Develop and enhance conflict of interest prevention and management systems in accordance with ISO 37009: Conflict of Interest in Organizations. Prepare internal policies, processes, and operations to support future ISO 37009 assessments. Strengthen the knowledge, understanding, and awareness of directors, management, and employees regarding conflict of interest management according to international best practices.	-	-	Success	-	In the process of preparing policies, processes, and internal operational procedures.

Progress description

The Company has established policies and guidelines for preventing conflicts of interest, and has developed comprehensive, written policies and guidelines for preventing conflicts of interest, which have been approved by the Board of Directors. Currently, the Company is in the process of monitoring compliance with the conflict of interest policy at least once a year and will report conflicts of interest to the Board of Directors at least once a year.

Strategic Initiative

Strategic Initiative : Continuously develop and review internal information policies. Establish, review, and revise policies and guidelines regarding the use of internal information to ensure they are clear, comprehensive, and consistent with laws, regulatory guidelines, and best practices in the capital market. Communicate these policies to all directors, executives, and employees at all levels for strict adherence.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	The company has clear and rigorous systems and measures in place to prevent the use of inside information, in compliance with laws, regulations of regulatory authorities, and best practices in the capital market.	Policies and practices regarding the use of inside information are currently under review and revision to ensure clarity, comprehensiveness, and consistency with laws, regulations of regulatory bodies, and good practices of the capital market, once a year. Currently, this policy is communicated to directors, executives, and employees at all levels for their strict acknowledgment and compliance.

Governance of Risk and Management Compliance

Incorporating ESG performance metrics into long-term incentive plans for executives

The Group recognizes the importance of good corporate governance, systematic risk management, and sustainable long-term growth. Therefore, it has established a plan to upgrade the long-term compensation structure for executives by concretely linking compensation to Environmental, Social, and Governance (ESG) performance. This aims to create incentives aligned with the organization's strategic goals and the expectations of all stakeholders. Under this plan, the company will integrate ESG indicators into the performance evaluation system for senior executives, considering both financial performance and sustainability dimensions. This includes aspects such as Enterprise Risk Management, information and system security, compliance with laws and business ethics, environmental impact reduction, human resource development, and fair treatment of stakeholders. The Board of Directors and relevant committees will oversee and review the appropriateness of ESG indicators used in determining long-term executive compensation to ensure they are clear, verifiable, reflect significant long-term business risks and opportunities, and align with corporate strategy and international corporate governance standards. Furthermore, the company will regularly review and revise the compensation structure to accommodate changes in the business environment, regulations, and sustainability expectations. The aim is for linking executive compensation to ESG performance to be a key mechanism in strengthening a culture of risk management, transparency, accountability, and organizational stability, leading to the creation of sustainable value and returns for shareholders and society in the long term.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a long-term incentive scheme for executives that is linked to ESG performance.	In Progress	In Progress	Success	In Progress	In Progress
At least two ESG-related KPIs with assigned weightings are used in senior executive performance evaluations,linked to long-term outcomes.	In Progress	In Progress	Success	In Progress	In Progress
By 2028,the company shall define and publicly disclose clear and comprehensive information regarding the executive compensation structure,the ratio of short-term to long-term compensation,performance evaluation criteria,and the rationale behind compensation decisions,all of which must be approved by the Board of Directors.	In Progress	In Progress	Success	In Progress	In Progress
Currently, the Company has not yet established a Clawback Provision in its executive compensation policy. However, the Company is considering appropriate guidelines to ensure alignment with good corporate governance principles and best practices for listed companies in the future.	-	-	Success	-	Consideration will be given to establishing executive compensation clawback conditions, in conjunction with the determination of sustainability performance indicators and the executive compensation structure.

Progress description

The company is currently considering the establishment of long-term executive compensation linked to ESG performance. This will involve defining sustainability indicators and their weighting in the evaluation of senior executives, which will be tied to long-term performance. Additionally, conditions for the clawback of executive compensation will be stipulated in the event of circumstances that render past performance inaccurate or inappropriate, serving as a guideline for the formulation and implementation of these conditions.

Strategic Initiative

Strategic Initiative : 2026: Establish a structure linking long-term executive compensation to ESG indicators and enterprise risk, along with defining key ESG KPIs aligned with the company's strategy. 2027: Implement ESG indicators in the concrete use of executive performance evaluations, and develop a monitoring and reporting system for ESG results linked to risk management and organizational stability. 2028: Review and revise the compensation structure and ESG KPIs to align with international standards and stakeholder expectations, while enhancing board oversight.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	A clear ESG-linked compensation framework has been established, approved by the board, and is being implemented in executive performance evaluations.	Under consideration for developing a structure linking long-term executive compensation with ESG indicators and organizational risks, along with defining key ESG KPIs that are consistent with the company's strategy.

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 : Year of the Report 2023
<https://www.cmc.co.th/wetalk/%e0%b8%9a%e0%b8%a3%e0%b8%b4%e0%b8%a9%e0%b8%b1%e0%b8%97-%e0%b9%80%e0%b8%88%e0%b9%89%e0%b8%b2%e0%b8%9e%e0%b8%a3%e0%b8%b0%e0%b8%a2%e0%b8%b2%e0%b8%a1%e0%b8%ab%e0%b8%b2%e0%b8%99%e0%b8%84%e0%b8%a3-2/>



Chaopraya Mahanakorn Public Company Limited ("CMC") recognizes the importance of climate change, which is a global challenge significantly impacting the economy, society, and environment. As an organization operating in real estate development, CMC is committed to being part of the drive towards a low-carbon society and fostering sustainable growth. This JUMP+ Climate Action Plan has been developed in accordance with the structure and guidelines of the Stock Exchange of Thailand to serve as a strategic operational framework for systematic greenhouse gas management within the organization, from greenhouse gas accounting to setting clear and concrete targets and measures for reducing greenhouse gas emissions. This is based on the company's environmental, social, and governance (ESG) performance data disclosed in the 2024 ESG Report

Targets

Goal: Publish GHG Inventory Scope 1 and 2 data verified by an external agency.
Timeline: By 2028

Title	Target			Actual Result
	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

Progress description

The company is currently preparing its greenhouse gas inventory report for the year 2026.

Strategic Initiative

CMC has integrated climate change issues into its corporate strategy with a clear governance structure to ensure effective climate operations.

Strategic Initiative 1 : Section 1: Governance Approach 1.1 Leadership and Oversight

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	The Company has appointed a Corporate Governance and Sustainability Committee to consider policies and oversee	

Year	Expected Outcomes	Actual Result
	sustainability operations, including direct Climate Change issues. The Board of Directors has approved sustainability policies and targets, which include greenhouse gas reduction targets, energy management, and the use of clean energy. Sustainability performance results are regularly reported to the Board of Directors' meeting.	The company appointed the Corporate Governance and Sustainability Committee and held its 1st/2026 meeting on February 23, 2026, to consider the following matters: 1. Review of the Good Corporate Governance Handbook for the year 2026 2. Progress of Sustainability Strategies and Goals 3. Implementation of Environmental Projects (Environment) 4. Implementation of Social Projects (Social) 5. Implementation of Governance Projects (Governance) 6. Consideration of Sustainability Risk Management (ESG RISK)

Strategic Initiative 2 : Defined Roles and Responsibilities

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• The Company has appointed a Sustainability (ESG) Working Group responsible for driving operations, collecting data, and monitoring progress. The Company promotes knowledge development for relevant employees through various training courses, such as "Concepts and Assessment of Organizational Carbon Footprint" and "ESG Risks Management". • Develop an Organizational Chart outlining responsibilities for Climate Action, to be completed by 2026.	The company has appointed a Sustainability (ESG) Working Group to be responsible for driving operations, collecting data, and monitoring the progress of various projects undertaken by the company, as follows: 1. LIGHT THE FUTURE Project - Save Electricity, Care for the World: Install Solar Rooftop, Install EV Charger 2. Waste Wise Project - Separate Quickly, Care for the World: Waste segregation management by the company participating in the BKK ZERO WASTE (Do Not Mix) project of the Bangkok Metropolitan Administration to achieve efficient management. and is in the process of preparing an organizational chart that shows the lines of responsibility for Climate Action.

Strategic Initiative 3 : Section 2: Defining Organizational Boundary (Define Organizational Boundary): Operational Control Criteria
(Operational Control)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• Scope: GHG Inventory reporting covers all operations of the company over which the company has direct operational control, including the head office and all real estate development projects.	The Company has defined the scope of its 2026 GHG Inventory report to encompass all operations under the Company's direct operational control, which is currently in the process of being compiled.

Decarbonization

Leveraging the compiled GHG Inventory data, CMC has proceeded to develop concrete plans for greenhouse gas emission reduction, with the objective of achieving long-term carbon neutrality and Net Zero.

Targets

Title	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)			Actual Greenhouse Gas Emission (tCO ₂ e)
	2023	2026	2027	2028	6M/2026
Amount of greenhouse gas emission reduction	391	65.26	82.95	102.00	In progress

Progress description

The company is currently in the process of preparing its greenhouse gas inventory report for the year 2026. The verification and reporting of greenhouse gas emissions are expected to be completed by March 2027, at which point it is anticipated that greenhouse gas emissions will have been reduced in line with the set targets.

Strategic Initiative

CMC has set clear greenhouse gas reduction targets for both the short and long term, based on baseline data and in alignment with organizational and national goals.

Strategic Initiative 1 : Timeframe for greenhouse gas reduction targets

Status ● On track

Year	Expected Outcomes	Actual Result																				
2026	Short-term Goal: 2026 - 2028 Short-term Goal (according to company strategy): by 2030 Long-term Goal: by 2040 Carbon Neutrality Goal: by 2050	The company has established a timeframe for greenhouse gas reduction targets as follows: <table> <tr> <th>ขอบเขต (Scope)</th> <th>ปีฐาน (2566)</th> <th>เป้าหมายระยะสั้น (2573)</th> <th>เป้าหมายระยะยาว (2583)</th> <th>ความเป็นกลางทางคาร์บอน (Carbon Neutrality) (2593)</th> </tr> <tr> <td>Scope 1 (ทางตรง)</td> <td>24.00 tCO2e</td> <td>ลดลง 40% (9.60 tCO2e)</td> <td>ลดลง 70% (16.80 tCO2e)</td> <td>ลดลง 90% (21.60 tCO2e)</td> </tr> <tr> <td>Scope 2 (พลังงาน)</td> <td>305.00 tCO2e</td> <td>ลดลง 40% (122.00 tCO2e)</td> <td>ลดลง 70% (213.50 tCO2e)</td> <td>ลดลง 90% (274.50 tCO2e)</td> </tr> <tr> <td>Scope 3 (ห่วงโซ่อุปทาน)</td> <td>62.00 tCO2e</td> <td>ลดลง 20% (12.40 tCO2e)</td> <td>ลดลง 50% (31.00 tCO2e)</td> <td>ลดลง 70% (43.40 tCO2e)</td> </tr> </table>	ขอบเขต (Scope)	ปีฐาน (2566)	เป้าหมายระยะสั้น (2573)	เป้าหมายระยะยาว (2583)	ความเป็นกลางทางคาร์บอน (Carbon Neutrality) (2593)	Scope 1 (ทางตรง)	24.00 tCO2e	ลดลง 40% (9.60 tCO2e)	ลดลง 70% (16.80 tCO2e)	ลดลง 90% (21.60 tCO2e)	Scope 2 (พลังงาน)	305.00 tCO2e	ลดลง 40% (122.00 tCO2e)	ลดลง 70% (213.50 tCO2e)	ลดลง 90% (274.50 tCO2e)	Scope 3 (ห่วงโซ่อุปทาน)	62.00 tCO2e	ลดลง 20% (12.40 tCO2e)	ลดลง 50% (31.00 tCO2e)	ลดลง 70% (43.40 tCO2e)
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Strategic Initiative 2 : Quantification of greenhouse gas emission reduction

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	By 2026: Reduce greenhouse gas emissions (Scope 1 & 2) by 15%	Based on the company's project implementation in 2026, such as the installation of Solar Rooftop, EV Chargers, and waste segregation management, with the company participating in the BKK ZERO WASTE (No Mixed Waste) project of the Bangkok Metropolitan Administration, as well as other projects undertaken by the company, it is anticipated that greenhouse gas emissions can be reduced by 15%, in line with the 2026 target.

Strategic Initiative 3 : Defining Greenhouse Gas Mitigation Measures (Mitigation Measure Identification): Identification of Greenhouse Gas Mitigation Measures

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	Measures specified in the CMC WE GREEN Strategic Plan and Environmental Policy: Use of Renewable Energy: Install Solar Rooftops on office buildings and residential projects (Target: 20% reduction in energy consumption). Study the use of wind energy in suitable areas. Enhancing Energy Efficiency: Switch to using energy-saving electrical appliances and LED bulbs. Implement Smart Energy Management (EMS), IoT, and AI systems to control energy consumption in buildings (Target: 5% reduction in energy consumption). Transition to Electric Power (Electrification): Promote the use of Electric Vehicles (EVs) for operations and install EV charging stations in offices and projects (Target: 20% reduction in fossil fuel consumption). Green Procurement: Select and use low-carbon construction materials (Low Carbon Materials) such as Low Carbon concrete and recycled steel. Consider selecting suppliers with low-carbon standards and using clean energy. Process Improvement: Adjust construction processes to utilize Precast Concrete to reduce waste and minimize on-site activities. Waste Management: Promote waste segregation according to the 3R principles (Reduce, Reuse, Recycle) and convert organic waste into fertilizer. Carbon Offset: Implement carbon offset activities such as tree planting and creating green spaces in projects.	The company has installed Solar Rooftops on office buildings and residential projects, switched to energy-saving electrical equipment and LED bulbs, promoted the use of electric vehicles (EVs) for operations, and installed EV charging stations in offices and projects. Furthermore, the company is currently considering preparations for the construction of new projects, and will carefully select suppliers and materials that support the reduction of greenhouse gas emissions in line with the established targets.

Strategic Initiative 4 : Identification and Prioritization of Measures

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	CMC prioritizes measures based on the following factors: GHG Reduction Potential: Measures with high potential, such as the installation of solar rooftops, will be given high priority. Economic Viability: Consideration of payback period and return on investment (ROI), such as long-term electricity cost savings. Technical and Operational Feasibility: Selection of technologies with high readiness (Technology Readiness) that can be practically applied to the company's operations. Other Co-benefits: Such as enhancing corporate image, meeting customer demands, and increasing project value.	For the year 2026, the Company is considering potential measures to reduce GHG, specifically by opting to install Solar Rooftops in office buildings, project sales offices, and various projects, aiming to achieve the goal of reducing greenhouse gas emissions in both the short and long term.

Strategic Initiative 5 : Greenhouse Gas Reduction Plan (Decarbonization Plan)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	Project 1: Solar Rooftop Expansion. Installing additional solar rooftops in a new project and office building, valued at 1.2 million baht. Installing an EV charger system to generate clean energy, reducing electricity purchases from the grid by 15% by 2026.	The company is implementing Project 1: Solar Rooftop Expansion, installing additional Solar Rooftops in new projects and office buildings, with a project value of 1.2 million Baht. The EV Charger system has been installed to generate clean electricity. This is expected to reduce electricity purchases from the grid by 15% by 2026. The company is also considering installing additional Solar Rooftops at the Chiwasai Palm Springs Chiang Mai project in 2026.

Strategic Initiative 6 : Disclosure of Information and Progress Report of the Greenhouse Gas Reduction Plan (Decarbonization Progress Report)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	Progress reports will be submitted annually. Disclosure channels: Form 56-1 One Report and Sustainability Report, SET ESG Data Platform, and the company's website under the topic "Sustainable Development". Information to be disclosed: Decarbonization Target, progress of implemented measures and projects, annual greenhouse gas emissions compared to baseline year and targets, achievements, challenges, and future operational plans. Report on decarbonization targets and climate risk assessment results (Category 1) by 2028. Report on detailed measures and plans for greenhouse gas reduction (Categories 2 and 3) with progress.	The company is currently implementing various sustainability projects and activities, aiming to achieve greenhouse gas emission reduction targets in line with both short-term and long-term sustainability strategies and plans. Progress will be reported annually in the 56-1 One Report and the Sustainability Report via the SET ESG Data Platform system, according to the specified timeline.

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/CMC0_JUMP%2B_Plan_Year_2026-2028_EN.pdf

