



JUMP+ Plan



JAKPAISAN ESTATE PUBLIC COMPANY LIMITED

(JAK)

Year 2026 - 2028

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Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Strategic Plan 1 : Establishing a broad presence for customers to recognize and remember in the project's location.	3
Strategic Plan 2 : Design for Living. Priced for Real Life.	4
Section 2 Governance Plan	6
Ensuring the independence of the board of directors	7
Enhancing anti-corruption and fraud prevention efforts	8
Formulation of a succession plan for the CEO, executive management, and critical roles	10
Section 3 Climate Action Plan	12
Greenhouse gas inventory (GHG) plan	13

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Property & Construction

CG Report : -
SET ESG Ratings: -
Anti-Corruption Certification (CAC): -

Business Type

Real estate development business for sale

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	466.63	266.59	282.45	89.38
Expenses	401.92	225.09	227.54	91.69
Net Profit	40.70	16.97	31.76	2.60
Balance Sheet (MB)				
Assets	772.51	N/A	810.27	812.86
Liabilities	257.04	N/A	349.89	384.24
Shareholders' Equity	515.47	N/A	460.39	428.63
Cash Flow (MB)				
Operating	175.70	48.94	69.01	-137.66
Investing	-1.25	-5.56	3.95	-0.74
Financing	-129.64	-48.39	-65.68	129.78
Financial Ratio				
EPS (Baht)	0.13	0.05	0.10	0.01
GP Margin (%)	29.35	40.04	41.86	36.53
NP Margin (%)	8.72	6.36	11.24	2.90
D/E Ratio (Times)	0.50	N/A	0.76	0.90
ROE (%)	8.15	N/A	7.15	0.61
ROA (%)	8.04	N/A	6.72	1.26

Explanation : 2024 Balance Sheet as follows: Assets 804.24 MB, Liabilities 348.42 MB and Shareholders' Equity 455.82 MB

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JUMP+ Plan

Business Plan

Target in 2028

Revenue Growth **500.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : Establishing a broad presence for customers to recognize and remember in the project's location.



2. Strategic Plan 2 : Design for Living. Priced for Real Life.



Governance Plan

- Ensuring the independence of the board of directors
- Enhancing anti-corruption and fraud prevention efforts
- Formulation of a succession plan for the CEO, executive management, and critical roles

Climate Action Plan

- Greenhouse gas inventory (GHG) plan

Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Revenue Growth (Million Baht)	279.11	263.92	463.10	500.00

Striving to be a leader in developing first-home residential properties at accessible prices, to ensure sustainable business growth.

Growth plan/Increase business value

Strategic Plan 1 : Establishing a broad presence for customers to recognize and remember in the project's location.

Enhancing "organizational value (Value Up)" through building Brand Identity and systematic customer recognition in the area, to position the company as a top-of-mind real estate developer for customers in the locations where its projects are situated.

The key strategy is to transform from a "local brand" to a trusted real estate brand (Trusted Developer) by utilizing area-specific marketing communications and creating customer experiences (Customer Experience).

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

- Growth

Targets

- Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue From Operations (MILLION BAHT)	263.92	463.10	378	435	500

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
2026: Launch of new projects, Pine Condo and Sequoia. 2027: Launch new projects to increase company sales in areas where the company has experience (ongoing projects such as Pathum Thani, Chonburi, and Rayong), while simultaneously developing the company's brand. 2028: Reduce marketing cost per unit.	2026	<ul style="list-style-type: none"> • Increase Sales Speed (Sales speed) • Increase sales for the company
	2027	<ul style="list-style-type: none"> • Increase brand recognition Global brand Identity (Reduced cost per walk)
	2028	<ul style="list-style-type: none"> • Reducing the cost per unit of marketing (Cost per Booked/ Transfer decreased), which will lead to sustainable growth in revenue and profit in the medium to long term.

Risk Management

Risk 1 : Lack of customer recognition

- **Risk Characteristic**

1. Unclear brand identity, inconsistent communication, and insufficient reach to the target customer segment.
2. Slowdown in the real estate market and diminished purchasing power.

- **Risk Impact**

- Customers do not remember / no differentiation
- High costs, reduced profits
- Sales slowdown

- **Risk Management Measures**

- Define central Brand Guidelines
- Emphasize communication to be a global brand

Strategic Plan 2 : Design for Living. Priced for Real Life.

We differentiate ourselves by designing homes that address the practical needs of our target market at an affordable price point. Our priority is placed on functionality, usable living space, and overall value, rather than unnecessary luxury. The core of this strategy lies in understanding customer pain points such as insufficient space, inflexible floor plans, and excessive pricing relative to actual utility. By leveraging these insights, we develop home designs with systematic cost control, ensuring our final prices remain strictly aligned with the market's purchasing power.

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

- Growth
- Profitability & Efficiency

Targets

- **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue From Operations (MILLION BAHT)	263.92	463.10	378	435	500

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
2026 : Strategic Land Acquisition Acquire land in proven, high-performing locations at optimal prices to ensure continuous development within core zones, specifically Pathum Thani, Chonburi, and Rayong. 2027 : Product & Interior Evolution Enhance and adapt internal project designs and layouts to meet evolving customer needs and changing lifestyle trends over time. 2028 : Strategic Market Expansion Launch new projects in high-demand locations, featuring product types and pricing strategies specifically tailored to achieve the best "Product-Market Fit" for each area.	2026	<ul style="list-style-type: none"> • Self-Evident Value • Accelerated Decision-Making
	2027	<ul style="list-style-type: none"> • Non-Price Competitiveness:
	2028	<ul style="list-style-type: none"> • Clear & Scalable Positioning

Risk Management

Risk 1 : Misalignment with consumer preferences and high development overheads.

- **Risk Characteristic**

- 1 Competitive gap in design and functionality
- 2 High construction overheads due to over-engineered designs

- **Risk Impact**

- Delayed sales closures and declining sales volume.
- Gross Profit Margin erosion due to excessive construction costs from over-engineered designs

- **Risk Management Measures**

- 1 Systematically collecting and analyzing feedback from actual residents, for a refined future home designs continuously
 - 2 Strictly manage construction budgets, starting from the design stage in order to maintain price competitiveness
-

Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

At JAK, we do not only focus on real estate expansion but also remain steadfast in building a strong foundation through Good Corporate Governance. We believe that "Independence and Transparency" are the core pillars that lead our organization toward long-term sustainability. Board Independence and Commitment: Since our inception as a listed company, JAK has demonstrated a clear commitment to establishing a management structure centered on Checks and Balances. This ensures the protection of the best interests of our shareholders and all stakeholders.

The Chairman of the Board is an Independent Director Structure: Since inception, we have consistently required that the Chairman of the Board be an Independent Director. This structure exceeds basic legal requirements, aiming to foster absolute independence in strategic decision-making and ensure effective oversight of executive management.

Clear Segregation of Duties: By strictly separating the roles of the Chairman (Independent Director) and the Managing Director (Executive Management), we effectively prevent the centralization of power. This clear segregation guarantees transparency and accountability throughout our management processes.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The Chairman of the Board is an Independent Director	Complete	-	-	-

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The chairman of the board is an independent director.	2026	• Complete
	2027	• Complete
	2028	• Complete

Risk Management

Risk 1 : Maintaining the structure of the Chairman of the Board as an independent director continuously.

- Risk Characteristic**

JAK is committed to maintaining its governance standard by ensuring that the Chairman of the Board continues to be an Independent Director. This long-standing policy reinforces our dedication to unbiased oversight. Currently, the company maintains a robust board composition, with Independent Directors representing 44.44% of the total Board of Directors.

- Risk Impact**

Safeguarding the integrity of strategic decision-making independence, preventing the centralization of power, and fostering absolute transparency throughout the management process.

- **Risk Management Measures**

The organizational structure of the independent committee is systematically and regularly monitored.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company is committed to strengthening its anti-corruption systems through a robust and systematic approach, grounded in Good Corporate Governance principles. We have established a comprehensive Anti-Corruption Policy approved by the Board of Directors, covering all business activities with clear operational guidelines. To ensure effectiveness, the policy includes continuous monitoring and evaluation. The Internal Auditor is mandated to report audit findings directly to the Board of Directors at least once a year. This rigorous oversight is designed to prevent and manage corruption risks across the entire value chain, fostering an organizational culture rooted in transparency, business ethics, and long-term sustainable growth.

Targets

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

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. The company develops its own CAC assessment form to monitor and correct any shortcomings in accordance with the assessment. 2. An assessment is then conducted by the Thai IOD.	2026	• complete the CAC Self-Evaluation and implement necessary internal control improvements for formal certification
	2027	• Achieve CAC certification from the Thai Institute of Directors (Thai IOD) and CGR score of at least 3.
	2028	• Maintaining CAC Certification and ensuring a CGR rating of 3 or higher.
3 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	2026	• Establish criteria requiring key business partners who deal directly with the Company (Critical Tier 1) to maintain their own anti-corruption and anti-bribery policies • Formally communicate ethical expectations and anti-corruption requirements to all key business partners.
	2027	• Critical Tier 1 suppliers demonstrate tangible compliance with the Companys anti-corruption and anti-bribery policies.
	2028	• Corruption risks within the supply chain are mitigated, fostering transparency throughout the entire value chain. • Support the sustainable maintenance of the Companys CAC certification status.

Risk Management

Risk 1 : Corruption and Bribery Risk within the Organization and Supply Chain

- **Risk Characteristic**

The Company's business operations may face challenges related to corruption and bribery risks, arising from both internal factors and interactions with key business partners (Critical Tier 1). These factors could impact regulatory compliance, corporate reputation, and stakeholder confidence, as well as the achievement of the Thai Private Sector Collective Action Against Corruption (CAC) certification within the established timeframe.

- **Risk Impact**

Ineffective management of corruption and bribery risks both within the organization and throughout the supply chain could lead to regulatory non-compliance. Such occurrences may result in severe reputational damage and diminish the confidence of shareholders, investors, business partners, and all stakeholders. Furthermore, these risks may impede operational transparency and undermine the overall efficiency of corporate governance. This could directly hinder the Companys ability to achieve certification from the Thai Private Sector Collective Action Against Corruption (CAC), as outlined in its long-term strategic objectives.

- **Risk Management Measures**

The Company formulates and reviews its Anti-Corruption Policy and Whistleblower Protection Policy to ensure full alignment with relevant laws and international best practices. These policies are strictly enforced across the organization, supported by mandatory training and communication for directors, executives, and employees at least once a year or upon significant updates, to foster a continuous culture of integrity. Furthermore, the Company integrates anti-corruption measures into its internal control and risk management frameworks, providing transparent and accountable whistleblowing channels with robust protection for complainants. The Company also extends its governance to the supply chain by requiring Critical Tier 1 business partners to

establish anticorruption policies, supplemented by regular monitoring and assessment. These efforts aim to mitigate corruption risks throughout the value chain and ensure the achievement and maintenance of the CAC certification.

Governance of Risk and Management Compliance

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

The Company prioritizes Human Resource Risk Management, recognizing that our people are the most critical success factor in driving the organization to adapt, innovate, and maintain a competitive advantage. Without robust succession planning, the organization faces significant risks, including a loss of operational continuity, disruption of key business processes, and the potential forfeiture of strategic business opportunities.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a succession plan for the President & CEO, senior executives, and key position holders.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans. 	Complete	-	-	-
<ul style="list-style-type: none"> Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance, and specifying essential competencies for each position. 	Complete	-	-	-
<ul style="list-style-type: none"> Identification and assessment of high-potential employees for future key roles. 	Complete	-	-	-
<ul style="list-style-type: none"> Development of Individual Development Plans 	Complete	-	-	-
<ul style="list-style-type: none"> 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. 	Complete	-	-	-
<ul style="list-style-type: none"> Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company. 	In Progress	In Progress	Success	Success
Succession planning training program	-	In Progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Communicating the strategic importance of succession planning to all employees and implementing targeted training programs for succession readiness.	2026	<ul style="list-style-type: none"> Communication regarding professional development plans and career paths, ensuring employees clearly understand their roles within the organization succession planning.
	2027	<ul style="list-style-type: none"> Establish clear Individual Development Plans (IDPs) that define

Strategic Initiative	Year	Expected Outcomes
	2028	<p>specific goals, development activities, execution timelines, and measurable success indicators (KPIs).</p> <ul style="list-style-type: none"> Mandate an annual review by the Board of Directors to assess the readiness of succession plans for the CEO, executive leadership, and other key strategic positions identified by the Company. Monitor IDP progress and evaluate plan effectiveness to ensure that human capital development remains continuous, effective, and sustainable.

Risk Management

Risk 1 : Risk of losing business continuity.

• **Risk Characteristic**

A lack of effective succession planning poses significant risks, including the loss of operational continuity, the disruption of critical business processes, and the potential forfeiture of strategic business opportunities.

• **Risk Impact**

The loss of operational continuity, the disruption of critical business processes, and the potential forfeiture of strategic business opportunities.

• **Risk Management Measures**

- 1 Communication regarding professional development plans and career paths, ensuring employees clearly understand their roles within the organization succession planning.
- 2 Establish clear Individual Development Plans (IDPs) that define specific goals, development activities, execution timelines, and measurable success indicators (KPIs).
- 3 Mandate an annual review by the Board of Directors to assess the readiness of succession plans for the CEO, executive leadership, and other key strategic positions identified by the Company.
- 4 Monitor IDP progress and evaluate plan effectiveness to ensure that human capital development remains continuous, effective, and sustainable.

Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

Preparation, verification, and dissemination of greenhouse gas emissions (Scope 1 and 2)

Targets

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

Strategic Initiative

Prepare a greenhouse gas inventory, verify data, and set targets for greenhouse gas reduction. Implement and monitor the results of greenhouse gas reduction.

Strategic Initiative	Year	Expected Outcomes
Conduct greenhouse gas inventory, verify data, set targets for greenhouse gas reduction, and implement and monitor greenhouse gas reduction results.	2026	<ul style="list-style-type: none"> Define scope and train employees to collect greenhouse gas accounting data for use as baseline data, and complete greenhouse gas accounting for the years 2025 and 2026. Consider installing Solar Cells to reduce electricity consumption.
	2027	<ul style="list-style-type: none"> Install Solar Cells to reduce electricity consumption.
	2028	<ul style="list-style-type: none"> Maintain and evaluate the installation of solar cells for additional project areas to systematically and continuously reduce electricity consumption.

Risk Management

Risk 1 : Greenhouse gas accounting is incomplete or inaccurate.

- Risk Characteristic**

Greenhouse gas accounting is incomplete or inaccurate, which prevents the data from being used correctly.

- Risk Impact**

Incorrect or insufficient information to support decision-making

- Risk Management Measures**

- Study data storage standards accurately
- Designate personnel for data verification and review