JUMP+ Plan

Edition No. 2

ORIGIN PROPERTY PUBLIC COMPANY LIMITED

(ORI)

Year 2026 - 2028

This report was approved by the board of directors on 14/08/2026

and disseminated on 25/08/2026

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Table of Contents

JUMP+

ORIGIN PROPERTY PUBLIC COMPANY LIMITED

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Property & Construction / Property Development

CG Report :

SET ESG Ratings: **AAA**

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

Business Type

Property development business including condominium along sky train stations in Bangkok Metropolitan Region and related services which are rental & re-sale and condominium project management services only for the projects of the Company.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	8,678.07	11,106.63	14,095.30	14,579.05
Expenses	8,060.66	9,904.59	10,759.42	10,608.10
Net Profit	719.94	1,051.79	2,718.23	3,774.54
Balance Sheet (MB)				
Assets	63,713.77	64,809.48	65,230.43	48,091.15
Liabilities	41,733.29	43,527.07	44,132.57	28,157.82
Shareholders' Equity	20,367.32	19,331.83	19,051.01	18,132.18
Cash Flow (MB)				
Operating	446.10	2,640.78	-7,040.26	-3,600.78
Investing	1,308.96	-3,236.45	-4,718.03	-3,523.03
Financing	-2,720.26	543.18	10,068.80	8,340.77
Financial Ratio				
EPS (Baht)	0.29	0.43	1.11	1.54
GP Margin (%)	31.35	37.82	46.26	43.20
NP Margin (%)	9.04	11.19	22.42	28.89
D/E Ratio (Times)	1.90	2.05	2.09	1.41
ROE (%)	3.63	5.48	14.62	22.83
ROA (%)	2.75	3.48	7.81	13.29

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	**1,432.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Operate the business with careful strategic oversight to ensure sustainable long-term performance.	✓		

Governance Plan

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

Climate Action Plan

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

Section 1

Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Net Profit (Million Baht)	2,718.23	1,051.79	719.94	**1,432.00**

Focusing on the development of real estate projects that comprehensively address consumers’ needs in all dimensions, while fostering sustainable organizational growth. The Company places strong emphasis on product quality, strategic locations, and enhancing residents’ quality of life through both products and services, alongside effective cost management to support sustainable growth in the future

With a strong commitment to understanding customers’ needs in every aspect, the Company continuously designs and develops projects creatively to deliver products and services that meet customer expectations and create high levels of satisfaction. In parallel, the Company is committed to developing its people and strengthening organizational capabilities, enabling the business to adapt effectively to changes in the business environment and achieve sustainable growth over the long term.

Growth plan/Increase business value

Strategic Plan : Operate the business with careful strategic oversight to ensure sustainable long-term performance.

1. Diversifying the development of condominium and housing projects for sale along mass transit stations in various suburban areas, as well as in economically significant industrial estate areas across Bangkok, its metropolitan areas, and other provinces, in order to cover both domestic and international customer segments through various distribution channels, including domestic and overseas sales agents.
2. Developing projects with distinctive concepts and unique designs (Concept and Unique Design).
3. Expanding business opportunities across a diverse range of real estate segments, including:
   3.1 Foreign Market: Customers seeking residential properties in Thailand as a second home (2nd Home).
   3.2 Big Lot: Targeting corporate customers and large-scale investors.
   3.3 Investment Segment: Investors interested in condominiums for investment purposes (Investment Property).
   3.4 Niche Market: Targeting specific customer segments, such as pet-friendly condominiums and wellness-oriented residential projects.
4. Exploring investment opportunities in businesses or real estate development projects undertaken by other developers.
5. Expanding the business through joint venture (JV) opportunities.
6. Developing an ERP system to support business growth and enhance operational efficiency.
7. Monetizing assets through the establishment or contribution of assets to a Real Estate Investment Trust (REIT) (REIT Monetization).

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
Net Profit : Owners Of The Parent (MILLION BAHT)	1,051.79	719.94	808	1004	1432

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Maintain an appropriate pipeline of new project launches by selecting locations and project formats that align with actual market demand (Real Demand) and current market conditions, supported by various distribution channels, including domestic and international sales agents. 2. Expand business opportunities across a diverse range of real estate segments, including: - Foreign Market: Customers seeking residential properties in Thailand as a second home (2nd Home). - Big Lot: Targeting corporate customers and large-scale investors. - Investment Segment: Investors interested in condominiums for investment purposes (Investment Property). - Niche Market: Targeting specific customer segments, such as pet-friendly condominiums and wellness-oriented residential projects. 3. Implement value-added strategies for the hotel and warehouse businesses by improving operational performance and increasing occupancy rates toward a stable and sustainable level. 4. Monetize assets through a Real Estate Investment Trust (REIT), or consider divesting business units to Private Funds / Funds. 5. Pursue strategic growth opportunities by establishing a REIT managed by the Group itself, with the Group acting as the REIT Manager.	2026	• Generate a steady stream of revenue recognition over the next four years (2026–2029) from a strong backlog of over THB 33 billion, while continuing to build a solid future backlog. • Expand the customer base, increase sales, and broaden target customer segments to cover a wider range of market segments. • Unlock the underlying value of hotel assets (Unlock Asset Value), creating opportunities to support future investment expansion. • Continuously enhance the value of the hotel and warehouse businesses in line with the Company’s strategic plans. • Support sustainable growth in line with the Group’s long-term development strategy.
1. Maintain an appropriate pipeline of new project launches by diversifying investments into major cities and industrial provinces across Thailand, supported by various distribution channels, including domestic and international sales agents. 2. Expand business opportunities across a diverse range of real estate segments, including: - Foreign Market: Customers seeking residential properties in Thailand as a second home (2nd Home). - Big Lot: Targeting corporate customers and large-scale investors. - Investment Segment: Investors interested in condominiums for investment purposes (Investment Property). - Niche Market: Targeting specific customer segments, such as pet-friendly condominiums and wellness-oriented projects. 3. Continuously implement value-added strategies for the hotel and warehouse businesses to enhance their operational and asset value. 4. Pursue strategic growth opportunities by establishing a REIT managed by the Group itself, with the Group acting as the REIT Manager. 5. Create synergies across the Group’s various business segments to enhance overall operational efficiency and business value. 6. Continue to enhance and develop the ERP system to support the Company’s ongoing business growth.	2027	• Enable continuous transfers of ownership, supported by a current backlog of over THB 16 billion to support future revenue recognition. • Expand the customer base, increase sales, and broaden target customer segments to cover a comprehensive range of market segments. • Continuously enhance the value of the hotel and warehouse businesses in line with the Company’s strategic plans. • Establish an additional recurring income stream through the Group’s role as a REIT Manager. • Strengthen the Group’s overall stability through synergies across its businesses, supporting sustainable long-term growth. • Support sustainable growth in line with the Group’s long-term development strategy.

Strategic Initiative	Year	Expected Outcomes
1. Maintain an appropriate pipeline of new project launches by continuously expanding into major cities and industrial provinces across Thailand, supported by various distribution channels, including domestic and international sales agents. 2. Expand business opportunities across a diverse range of real estate segments, including: - Foreign Market: Customers seeking residential properties in Thailand as a second home (2nd Home). - Big Lot: Targeting corporate customers and large-scale investors. - Investment Segment: Investors interested in condominiums for investment purposes (Investment Property). - Niche Market: Targeting specific customer segments, such as pet-friendly condominiums and wellness-oriented projects. 3. Pursue strategic growth opportunities by establishing a REIT managed by the Group itself, with the Group acting as the REIT Manager. 4. Develop project formats and designs to improve cost efficiency and reduce overall project development costs. 5. Continue to enhance and develop the ERP system to support the Company's ongoing business growth.	2028	• Enable continuous transfers of ownership, supported by a current backlog of over THB 6 billion to support future revenue recognition. • Expand the customer base, increase sales, and broaden target customer segments to cover a comprehensive range of market segments. • Create long-term sustainable value and recurring income through the Group's role as a REIT Manager. • Improve the Gross Profit Margin over the long term through the development of project formats and designs that effectively reduce development costs. • Support sustainable growth in line with the Group's long-term development strategy.

Risk Management

Risk 1 : Risk from Market Demand Volatility and Risk from Brand Recognition and Perception Competition

- **Risk Characteristic**
  - Demand in the real estate market is sensitive to economic factors and consumer behavior, such as interest rates, household expenses, and consumer confidence in the future.
  - The development of projects offering additional services (Add-on Services) requires strong consumer trust and confidence in the brand, making competition in terms of brand image and reputation increasingly challenging.
- **Risk Impact**
  - Changes in economic conditions or consumer purchasing power may result in slower sales and potentially affect the Company's planned project launch schedule.
  - If consumers have not yet developed sufficient confidence in the brand, the purchasing decision process may take longer, resulting in an extended sales cycle.
- **Risk Management Measures**
  - Conduct market studies to determine the appropriate locations and project formats for each period, in order to control inventory levels and mitigate the risk of unsold inventory.
  - Differentiate the Company's projects by focusing on the value of living and enhancing customers' quality of life, thereby strengthening brand awareness and recognition.
  - Continuously review and adjust project launch plans in line with prevailing market conditions.
  - Develop project formats and designs that help reduce development costs, enhance competitiveness, and improve Gross Profit Margin over the long term.

Attachments

URL Link to the Document : https://origin.co.th/jump-plus-ori/

Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

The company has set a strategic plan to enhance its Good Corporate Governance, targeting the appointment of the Chairman of the Board as an Independent Director by 2028. This move, facilitated by adjusting qualifications and planning the transition, aims to strengthen the system of Checks and Balances and ensure that decision-making serves the overall best interest of the shareholders.

Targets

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The Chairman of the Board is an Independent Director	In Progress	In Progress	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Adjusting qualifications and planning for position transition.	2026	• The Chairman of the Board of Directors begins to qualify as an independent director according to the criteria to begin counting the 2-year period.
State for Transition.	2027	• Having completed the one-year period of maintaining independence and possessing the requisite knowledge for performing the duties of an Independent Director.
Appointment of the Chairman of the Board as an independent director.	2028	• The Chairman of the Board was duly appointed as an Independent Director in accordance with the regulations.

Risk Management

Risk 1 : Delay in appointing the Chairman of the Board as an Independent Director.

- **Risk Characteristic**

  The current Chairman is unable to transition to an independent status on schedule due to not meeting the required qualifications.

- **Risk Impact**

  1. Reduced effectiveness of the Checks and Balances mechanism, which may allow key decisions to be unduly influenced by the management or major shareholders.
  2. The CG Rating/ESG score declined.

- **Risk Management Measures**

  1. Clearly define the powers and roles of the Chairman of the Board to ensure intensive oversight and stringent Checks and Balances over the management. Strictly set the effective date for relinquishing executive authority (Effective Date) as the last day of 2025, while consistently monitoring progress on qualification adjustments and succession planning for the transition.
  2. Transparently communicate the progress and reasons for the delay to the public, along with presenting a New Action Plan and a clear timeframe for achieving the goal, in order to maintain confidence.

Attachments

URL Link to the Document : https://origin.co.th/jump-plus-ori/

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Expand the scope of Anti-Corruption supervision to Company's Critical Tier 1 suppliers by requiring them to enforce, monitor and evaluate their anti-corruption policies, as well as the continuous renewal of our certification with the Thai Private Sector Collective Action Against Corruption (CAC).

Targets

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
• 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	-	-	-
• 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	-	-	-
• 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)	Certified	-	-	-

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	Define a regulatory framework and require the Critical Tier 1 suppliers to have Anti-Corruption Policy and Practices.	Require the Critical Tier 1 suppliers to announce and implement Anti-Corruption Policy and monitor their policy compliance with at least 90% of the total.	All Critical Tier 1 suppliers have an approved and implemented Anti-Corruption Policy. The Company monitors this compliance and develops into a manual used as part of its Supplier Management process.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Establish a governance framework and require the Critical Tier 1 suppliers to have an Anti-Corruption Policy and Practices.	2026	• The Company has the governance framework and implements an Anti-Corruption Policy and Practices for its Critical Tier 1 suppliers.
Require the Critical Tier 1 suppliers to officially announce the policy and initiate the first review of their Anti-Corruption Policy and Practices.	2027	• The Critical Tier 1 suppliers acknowledge the new requirements and announce an Anti-Corruption Policy and Practices, with the Company subsequently initiating an initial compliance monitoring process.
Conduct comprehensive monitoring and evaluation of policy compliance with at least 90% and proceed with the renewal of participation in the Thai Private Sector Collective Action Against Corruption (CAC).	2028	• At least 90% of the Critical Tier 1 suppliers have been assessed and confirmed as having Anti-Corruption Policies and Practices aligned with the Company's criteria, and has been continuously recertified by the Thai Private Sector Collective Action Against Corruption (CAC).

Risk Management

Risk 1 : The suppliers do not comply with the policy.

- **Risk Characteristic**

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

- **Risk Impact**

1. Legal and reputational: The Company may face prosecution or fines in the event that fraud is committed in its name.
2. Financial damage: Inefficient operations and higher costs due to corruption.

- **Risk Management Measures**

1. Communicate and ensure understanding of an Anti-corruption issues for Critical Tier 1 suppliers.
2. Monitor, inspect and evaluate Critical Tier 1 suppliers on an annual basis.

3. Stipulate that policy violation shall be considered a condition of default, allowing the Company to consider contract termination.

Attachments

URL Link to the Document : https://origin.co.th/jump-plus-ori/

Enhancing the prevention of insider information

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

Targets

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	In Progress	Success	Success
• A Board-approved written policy on insider information prevention has been clearly defined and implemented	In Progress	In Progress	Success	Success
• A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	In Progress	In Progress	Success	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	In Progress	In Progress	Success	Success
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company's stock price and investor decisions.	-	To review and revise Policy.	To implement and monitor the compliance with policy.	To Enhance the inside information prevention.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Review and update the policy and practices on inside information prevention to ensure they are comprehensive, clearly documented in writing, and approved by the Board of Directors, and 2. Establish guidelines for compiling the list of relevant persons with access to specific inside information (Ad-hoc Insider List), and conduct training for employees.	2026	• 1. There is a written policy and practices regarding the prevention of inside information that has been approved by the Board of Directors. 2. There are clear guidelines for compiling the list of relevant persons with access to specific inside information (Ad-hoc Insider List), and improved employees' knowledge and comprehension.

Strategic Initiative	Year	Expected Outcomes
1. Assign the responsible department/officer for consultation, guidance, compliance monitoring, and alerting regarding the prevention of misuse of inside information. 2. Enforce the disclosure of Ad-hoc Insider Lists for all transactions that may impct the price of securities. 3. Have a process for monitoring and verifying policy compliance (Compliance Audit) by an independent unit/department. 4. Monitor, gather, and record statistics on cases of policy violations or non-compliance.	2027	• 1. There is a designated department / officer responsible for consultation, advice, and issuing alerts regarding the prevention of misuse of inside information. 2. Announce and communicate to the Ad-hoc Insider List for all transactions that impact the price of securities. 3. Monitor the reporting of securities holdings by directors, executives, and relevant persons. 4. The results of the monitoring and verification of policy compliance (Compliance Audit) by an independent unit/department shall be reported to the Audit Committee and/or the Board of Directors at least annually. In the event a violation is found, clear guidelines for corrective actions and measures to prevent recurrence are specified. 5. Disclose the statistics regarding policy breaches or non-compliance occur at least annually.
Utilize technology in the control process for inside information and in compliance reporting for the misuse of inside information prevention policy, including the review of policy and practices.	2028	• The Company implement a technological system for controlling the use of inside information and review its policy and practices for misuse of inside information prevention.

Risk Management

Risk 1 : Operations/Technology

- **Risk Characteristic**

  Improper use or leakage of unreleased inside information.

- **Risk Impact**

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

- **Risk Management Measures**

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

Risk 2 : Enforcement aspect

- **Risk Characteristic**

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

- **Risk Impact**

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

- **Risk Management Measures**

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

Attachments

URL Link to the Document : https://origin.co.th/jump-plus-ori/

Section 3

Climate Action Plan

Section 3 Climate Action 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 2025
https://origin.co.th/corporate/about-origin-property/driving-business/sustainability-management-in-environmental-dimensions/#performance-environment/climate-action

Targets

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

Decarbonization

The company is firmly committed to reducing its greenhouse gas emissions (Carbon Footprint) across all operations by 7% by the year 2028, compared to the base year 2024, by focusing on improving energy efficiency and sustainable resource management, and adopting low-carbon materials across all operations.
Note on Calculation: Due to the varying scopes (or volumes) included in the calculation for each year, the percentage reduction/ increase in greenhouse gas emissions will be calculated using the formula tCO_2e/ floor area (m^2) compared to the base year.

Targets

Topic	GHG emissions in the base year (tCO_2e)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2024	2026	2027	2028
Greenhouse gas emission reduction volume	15,568.00	3%	5%	7%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Collect and verify carbon emissions data annually and Develop an energy-saving and fuel consumption plan .etc.	2026	• Plan and design an energy-efficient sales office by incorporating energy-saving equipment or installing solar rooftops to reduce electricity costs. The sales office should also utilize at least 10% energy-efficient materials and promote the increased use of E22/E85 fuel instead of diesel 91/95.
	2027	• Develop model sales offices that demonstrate energy-saving practices, representing at least 20% of all newly opened sales offices. and use E22/E85 instead of diesel 91/95, and increase

Strategic Initiative	Year	Expected Outcomes
		the use of EV vehicles.
	2028	• 50% of sales offices are energy-efficient buildings. and use E22/ E85 instead of diesel 91/95, including ensuring that EV vehicles account for more than 20% of the company's total fleet.
Implement the use of eco-friendly materials with Low Carbon or Green Labels in the condominium project construction process (Scope 3 emissions)	2026	• Develop a 'Green Product List' database by collecting data on raw materials to facilitate the selection and procurement of environmentally friendly materials. The project goal is to ensure that, during construction and in new project proposals, at least 10% of all selected materials are eco-friendly.
	2027	• Design and launch new projects using Green Products for at least 15% of all materials.
	2028	• Design and launch new projects using Green Products for at least 20% of all materials.

Risk Management

Risk 1 : Climate change risk

- **Risk Characteristic**

  Climate change: results in alterations to air temperature and humidity, leading to more erratic and severe weather conditions, such as floods, storms, droughts, earthquakes, and rising global temperatures.

- **Risk Impact**

  More severe natural disasters such as floods, storms, earthquakes, and high temperatures affect construction, including impacts on land, buildings, and infrastructure. Costs increase due to material damage, and some materials become unavailable due to affected supply chains. Furthermore, changes in climate conditions may lead to shifts in the market and consumer demand for projects.

- **Risk Management Measures**

  -Assess natural disaster risks for all new projects and review and update risk plans annually.
  - Design flexible Drainage and Cooling systems.
  - Develop a BCP (Business Continuity Plan).
  - Develop buildings to EDGE, LEED, TREES standards or use Low Carbon materials and Solar Rooftop systems.

Risk 2 : Transition Risk to a Low-Carbon Economy

- **Risk Characteristic**

  Due to the government's promotion of carbon reduction policies, or the reduction of greenhouse gas emissions in business operations, real estate businesses striving for sustainable development are consequently facing challenges in transitioning their investments towards a low-carbon economy.

- **Risk Impact**

  Rising expenses, coupled with the necessity for rapid system adjustments, and the increasing expectations from consumers and investors concerning sustainability and environmental preservation, compel companies to adapt and develop projects that more effectively address consumer demands.

- **Risk Management Measures**

The company has developed a sustainable business plan by setting short-term and long-term strategies and goals to achieve net-zero greenhouse gas emissions by B.E. 2608. This initiative is part of managing resource and energy consumption within the organization, as well as promoting the use of environmentally friendly materials and renewable energy in business operations. Examples include increasing green spaces, installing solar rooftops, and preparing EV charger installation points for homes in the project. Furthermore, the company aims to raise awareness and foster understanding of environmental issues and efficient resource utilization among personnel involved in all business processes. A team has also been established to monitor environmental policies and laws, and a budget has been prepared for potential carbon taxes or new certifications that may arise in the future.

Attachments

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Attachment

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Plan Change History of JUMP+

(Edition No. 2, 25 Aug 2026)

Section 1 Business Plan

Target in 2028

Edition No. 1 : 24 Jul 2026

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Net Profit (Million Baht)	2,718.23	1,051.79	-	**1,765.00**

Edition No. 2 : 25 Aug 2026

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Net Profit (Million Baht)	2,718.23	1,051.79	719.94	**1,432.00**

Description Target

Edition No. 1 : 24 Jul 2026

Origin Property PCL strives to develop real estate projects that comprehensively meet consumer needs in all dimensions, while advancing the sustainable growth of our organization. We place strong emphasis on product quality, strategic location, and enhancing the quality of life through both our products and services, alongside effective cost management to ensure long-term, sustainable growth.

With a deep understanding of our customers' needs in every aspect, we design and develop our projects with creativity to deliver products and services that truly satisfy our customers. At the same time, we focus on developing our people and cultivating organizational growth that aligns with the evolving business environment in a sustainable manner.

Edition No. 2 : 25 Aug 2026

Focusing on the development of real estate projects that comprehensively address consumers' needs in all dimensions, while fostering sustainable organizational growth. The Company places strong emphasis on product quality, strategic locations, and enhancing residents' quality of life through both products and services, alongside effective cost management to support sustainable growth in the future
With a strong commitment to understanding customers' needs in every aspect, the Company continuously designs and develops projects creatively to deliver products and services that meet customer expectations and create high levels of satisfaction. In parallel, the Company is committed to developing its people and strengthening organizational capabilities, enabling the business to adapt effectively to changes in the business environment and achieve sustainable growth over the long term.

Growth plan/Increase business value

Strategic name

Edition No. 1 : 24 Jul 2026

Operate the business with careful strategic oversight to ensure sustainable long-term performance

Edition No. 2 : 25 Aug 2026

Operate the business with careful strategic oversight to ensure sustainable long-term performance.

Strategic description

Edition No. 1 : 24 Jul 2026

1.Diversification of condominium and housing developments for sale along mass transit (rail) corridors, suburban areas, and key industrial zones in Bangkok, the metropolitan area, and provincial markets to cover both domestic and international customer segments.

2. Designing projects with distinctive concepts and unique identities.
3. Expanding business opportunities across a diverse range of real estate segments, including:
   3.1 Foreign Market: Customers seeking a second home in Thailand.
   3.2 Big Lot: Corporate clients and large-scale investors.
   3.3 Investment Property: Customers interested in condominiums for investment.
   3.4 Niche Market: Such as pet-friendly condominiums and wellness-focused developments.
4. Evaluating investment opportunities in businesses or real estate development projects developed by other developers.
5. Expanding the business through joint venture partnerships.

Edition No. 2 : 25 Aug 2026

1. Diversifying the development of condominium and housing projects for sale along mass transit stations in various suburban areas, as well as in economically significant industrial estate areas across Bangkok, its metropolitan areas, and other provinces, in order to cover both domestic and international customer segments through various distribution channels, including domestic and overseas sales agents.
2. Developing projects with distinctive concepts and unique designs (Concept and Unique Design).
3. Expanding business opportunities across a diverse range of real estate segments, including:
   3.1 Foreign Market: Customers seeking residential properties in Thailand as a second home (2nd Home).
   3.2 Big Lot: Targeting corporate customers and large-scale investors.
   3.3 Investment Segment: Investors interested in condominiums for investment purposes (Investment Property).
   3.4 Niche Market: Targeting specific customer segments, such as pet-friendly condominiums and wellness-oriented residential projects.
4. Exploring investment opportunities in businesses or real estate development projects undertaken by other developers.
5. Expanding the business through joint venture (JV) opportunities.
6. Developing an ERP system to support business growth and enhance operational efficiency.
7. Monetizing assets through the establishment or contribution of assets to a Real Estate Investment Trust (REIT) (REIT Monetization).

Targets

Corporate Financial Targets

Edition No. 1 : 24 Jul 2026

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Net Profit : Owners Of The Parent (MILLION BAHT)	1,051.79	719.94	1126	1484	1765

Edition No. 2 : 25 Aug 2026

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Net Profit : Owners Of The Parent (MILLION BAHT)	1,051.79	719.94	808	1004	1432

Strategic Initiative

Strategic Initiative

Edition No. 1 : 24 Jul 2026

Strategic Initiative	Year	Expected Outcomes
Develop strategic plans to enable sustainable long-term growth.	2026	• Origin Property PCL maintains a strong backlog of over THB 41 billion, which will be recognized as revenue over the next four years (2025–2028). The Company also plans to launch new projects at an appropriate scale, selecting locations and project types that align with real demand and current market conditions, thereby supporting future backlog growth. • The Company intends to implement value-added strategies for the hotel and warehouse businesses. After commencement of operations and once occupancy rates reach stable levels, The Company will consider injecting assets into a Real Estate Investment Trust (REIT) or selling business units to private funds or investment funds. These strategies will unlock the true asset value of the hotel portfolio, support future investment expansion, and reinforce sustainable long-term growth in line with The Company's strategic development plan.
	2027	• Continuing to launch new projects at an appropriate scale, expanding into key provincial industrial cities and major urban areas, while progressively transfer house and condominium unit to customers. The Company currently has a backlog of more than THB 13 billion. • Continuing to implement value-added strategies for the hotel and warehouse businesses. • Enhancing synergy among business units within The Company to strengthen stability and support long-term sustainable growth.
	2028	• Continuing to launch new projects at an appropriate scale, expanding into key provincial industrial cities and major urban areas, along with progressively transfer house and condominium unit to customers. The Company currently holds a backlog exceeding THB 6 billion. • Continuing to implement value-added strategies for the hotel and warehouse businesses, including exploring strategic expansion through the establishment of a REIT managed by The Company in the role of REIT Manager, enabling the Company to sustainably create long-term value.

Strategic Initiative	Year	Expected Outcomes
		• Enhancing project concepts and design approaches to reduce costs and improve gross profit margins over the long term.

Edition No. 2 : 25 Aug 2026

Strategic Initiative	Year	Expected Outcomes
1. Maintain an appropriate pipeline of new project launches by selecting locations and project formats that align with actual market demand (Real Demand) and current market conditions, supported by various distribution channels, including domestic and international sales agents. 2. Expand business opportunities across a diverse range of real estate segments, including: - Foreign Market: Customers seeking residential properties in Thailand as a second home (2nd Home). - Big Lot: Targeting corporate customers and large-scale investors. - Investment Segment: Investors interested in condominiums for investment purposes (Investment Property). - Niche Market: Targeting specific customer segments, such as pet-friendly condominiums and wellness-oriented residential projects. 3. Implement value-added strategies for the hotel and warehouse businesses by improving operational performance and increasing occupancy rates toward a stable and sustainable level. 4. Monetize assets through a Real Estate Investment Trust (REIT), or consider divesting business units to Private Funds / Funds. 5. Pursue strategic growth opportunities by establishing a REIT managed by the Group itself, with the Group acting as the REIT Manager.	2026	• Generate a steady stream of revenue recognition over the next four years (2026–2029) from a strong backlog of over THB 33 billion, while continuing to build a solid future backlog. • Expand the customer base, increase sales, and broaden target customer segments to cover a wider range of market segments. • Unlock the underlying value of hotel assets (Unlock Asset Value), creating opportunities to support future investment expansion. • Continuously enhance the value of the hotel and warehouse businesses in line with the Company's strategic plans. • Support sustainable growth in line with the Group's long-term development strategy.
1. Maintain an appropriate pipeline of new project launches by diversifying investments into major cities and industrial provinces across Thailand, supported by various distribution channels, including domestic and international sales agents. 2. Expand business opportunities across a diverse range of real estate segments, including: - Foreign Market: Customers seeking residential properties in Thailand as a second home (2nd Home). - Big Lot: Targeting corporate customers and large-scale investors. - Investment Segment: Investors interested in condominiums for investment purposes (Investment Property). - Niche Market: Targeting specific customer segments, such as pet-friendly condominiums and wellness-oriented projects. 3. Continuously implement value-added strategies for the hotel and warehouse businesses to enhance their operational and asset value. 4. Pursue strategic growth opportunities by establishing a REIT managed by the Group itself, with the Group acting as the REIT Manager. 5. Create synergies across the Group's various business segments to enhance overall operational efficiency and business value. 6. Continue to enhance and develop the ERP system to support the Company's ongoing business growth.	2027	• Enable continuous transfers of ownership, supported by a current backlog of over THB 16 billion to support future revenue recognition. • Expand the customer base, increase sales, and broaden target customer segments to cover a comprehensive range of market segments. • Continuously enhance the value of the hotel and warehouse businesses in line with the Company's strategic plans. • Establish an additional recurring income stream through the Group's role as a REIT Manager. • Strengthen the Group's overall stability through synergies across its businesses, supporting sustainable long-term growth. • Support sustainable growth in line with the Group's long-term development strategy.
1. Maintain an appropriate pipeline of new project launches by continuously expanding into major cities and industrial provinces across Thailand, supported by various distribution channels, including domestic and international sales agents. 2. Expand business opportunities across a diverse range of real estate segments, including: - Foreign Market: Customers seeking residential properties in Thailand as a second home (2nd Home). -	2028	• Enable continuous transfers of ownership, supported by a current backlog of over THB 6 billion to support future revenue recognition. • Expand the customer base, increase sales, and broaden target customer segments to cover a comprehensive range of market segments.

Strategic Initiative	Year	Expected Outcomes
Big Lot: Targeting corporate customers and large-scale investors. - Investment Segment: Investors interested in condominiums for investment purposes (Investment Property). - Niche Market: Targeting specific customer segments, such as pet-friendly condominiums and wellness-oriented projects. 3. Pursue strategic growth opportunities by establishing a REIT managed by the Group itself, with the Group acting as the REIT Manager. 4. Develop project formats and designs to improve cost efficiency and reduce overall project development costs. 5. Continue to enhance and develop the ERP system to support the Company's ongoing business growth.		• Create long-term sustainable value and recurring income through the Group's role as a REIT Manager. • Improve the Gross Profit Margin over the long term through the development of project formats and designs that effectively reduce development costs. • Support sustainable growth in line with the Group's long-term development strategy.

Risk Management

Risk Name

Edition No. 1 : 24 Jul 2026

Risk of Demand Volatility in the Market and Risk Related to Brand Perception and Competitiveness

Edition No. 2 : 25 Aug 2026

Risk from Market Demand Volatility and Risk from Brand Recognition and Perception Competition

Risk Characteristic

Edition No. 1 : 24 Jul 2026

- Demand in the real estate market is sensitive to economic conditions and consumer behavior, including factors such as interest rates, household expenses, and future confidence.
- Developing projects that include add-on services requires strong consumer trust in the brand. As a result, competition in brand image and reputation has become increasingly challenging.

Edition No. 2 : 25 Aug 2026

- Demand in the real estate market is sensitive to economic factors and consumer behavior, such as interest rates, household expenses, and consumer confidence in the future.
- The development of projects offering additional services (Add-on Services) requires strong consumer trust and confidence in the brand, making competition in terms of brand image and reputation increasingly challenging.

Risk Impact

Edition No. 1 : 24 Jul 2026

- Changes in economic conditions or consumer purchasing power may lead to a slowdown in sales and could affect planned project launches.
- If consumers lack confidence in the brand, the decision-making process may take longer, resulting in an extended sales cycle.

Edition No. 2 : 25 Aug 2026

- Changes in economic conditions or consumer purchasing power may result in slower sales and potentially affect the Company's planned project launch schedule.

- If consumers have not yet developed sufficient confidence in the brand, the purchasing decision process may take longer, resulting in an extended sales cycle.

Risk Management Measures

Edition No. 1 : 24 Jul 2026

- Conduct market assessments to determine suitable project locations and project types for each period, enabling effective inventory control and reducing the risk of unsold units.
- Differentiate the product offering and emphasize the value of living to enhance brand awareness among customers.
- Regularly review and adjust project launch plans to align with market conditions.
- Improve project concepts and design to help reduce costs, enhance competitiveness, and increase gross profit margins over the long term.

Edition No. 2 : 25 Aug 2026

- Conduct market studies to determine the appropriate locations and project formats for each period, in order to control inventory levels and mitigate the risk of unsold inventory.
- Differentiate the Company’s projects by focusing on the value of living and enhancing customers’ quality of life, thereby strengthening brand awareness and recognition.
- Continuously review and adjust project launch plans in line with prevailing market conditions.
- Develop project formats and designs that help reduce development costs, enhance competitiveness, and improve Gross Profit Margin over the long term.

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Strategic description

Edition No. 1 : 24 Jul 2026

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

Edition No. 2 : 25 Aug 2026

Expand the scope of Anti-Corruption supervision to Company's Critical Tier 1 suppliers by requiring them to enforce, monitor and evaluate their anti-corruption policies, as well as the continuous renewal of our certification with the Thai Private Sector Collective Action Against Corruption (CAC).

Strategic Initiative

Strategic Initiative

Edition No. 1 : 24 Jul 2026

Strategic Initiative	Year	Expected Outcomes
Establish a governance framework and require the Critical Tier 1 suppliers to have an Anti-Corruption Policy and Practices.	2026	• The Company has the governance framework and implements an Anti-Corruption Policy and Practices for its Critical Tier 1 suppliers.
Require the Critical Tier 1 suppliers to officially announce the policy and initiate the first review of their Anti-Corruption Policy and Practices.	2027	• The Critical Tier 1 suppliers acknowledge the new requirements and announce an Anti-Corruption Policy and Practices, with the Company subsequently initiating an initial compliance monitoring process.
Conduct comprehensive monitoring and evaluation of policy compliance with at least 90%.	2028	• At least 90% of the Critical Tier 1 suppliers have been assessed and confirmed as having Anti-Corruption Policies and Practices aligned with the Company's criteria.

Edition No. 2 : 25 Aug 2026

Strategic Initiative	Year	Expected Outcomes
Establish a governance framework and require the Critical Tier 1 suppliers to have an Anti-Corruption Policy and Practices.	2026	• The Company has the governance framework and implements an Anti-Corruption Policy and Practices for its Critical Tier 1 suppliers.
Require the Critical Tier 1 suppliers to officially announce the policy and initiate the first review of their Anti-Corruption Policy and Practices.	2027	• The Critical Tier 1 suppliers acknowledge the new requirements and announce an Anti-Corruption Policy and Practices, with the Company subsequently initiating an initial compliance monitoring process.
Conduct comprehensive monitoring and evaluation of policy compliance with at least 90% and proceed with the renewal of participation in the Thai Private Sector Collective Action Against Corruption (CAC).	2028	• At least 90% of the Critical Tier 1 suppliers have been assessed and confirmed as having Anti-Corruption Policies and Practices aligned with the Company's criteria, and has been continuously recertified by the Thai Private Sector Collective Action Against Corruption (CAC).

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

URL of the Greenhouse Gas Emissions Report

Edition No. 1 : 24 Jul 2026

URL Link to the Document : https://origin.co.th/corporate/about-origin-property/driving-business/sustainability-management-in-environmental-dimensions/#performance-environment/climate-action

Edition No. 2 : 25 Aug 2026

URL Link to the Document : Year of the Report 2025
https://origin.co.th/corporate/about-origin-property/driving-business/sustainability-management-in-environmental-dimensions/#performance-environment/climate-action

Decarbonization

Strategic Initiative

Strategic Initiative

Edition No. 1 : 24 Jul 2026

Strategic Initiative	Year	Expected Outcomes
Develop an energy-saving and fuel consumption plan (scope1,2)	2026	• Develop and design energy-efficient sales offices through the implementation of energy-saving equipment (e.g., light sensors), ensuring that at least 10% of the sales offices opened during the year utilize energy-efficient materials. Including increasing the use of E22/E85 instead of diesel 91/95.
	2027	• Develop model sales offices that demonstrate energy-saving practices, representing at least 20% of all newly opened sales offices. and use E22/E85 instead of diesel 91/95, and increase the use of EV vehicles.
	2028	• 50% of sales offices are energy-efficient buildings. and use E22/E85 instead of diesel 91/95, including ensuring that EV vehicles account for more than 20% of the company's total fleet.

Strategic Initiative	Year	Expected Outcomes
Implement the use of eco-friendly materials with Low Carbon or Green Labels in the condominium project construction process (Scope 3 emissions)	2026	• Develop a 'Green Product List' database by collecting data on raw materials to facilitate the selection and procurement of environmentally friendly materials. The project goal is to ensure that, during construction and in new project proposals, at least 10% of all selected materials are eco-friendly.
	2027	• Design and launch new projects using Green Products for at least 15% of all materials.
	2028	• Design and launch new projects using Green Products for at least 20% of all materials.

Edition No. 2 : 25 Aug 2026

Strategic Initiative	Year	Expected Outcomes
Collect and verify carbon emissions data annually and Develop an energy-saving and fuel consumption plan .etc.	2026	• Plan and design an energy-efficient sales office by incorporating energy-saving equipment or installing solar rooftops to reduce electricity costs. The sales office should also utilize at least 10% energy-efficient materials and promote the increased use of E22/E85 fuel instead of diesel 91/95.
	2027	• Develop model sales offices that demonstrate energy-saving practices, representing at least 20% of all newly opened sales offices. and use E22/E85 instead of diesel 91/95, and increase the use of EV vehicles.
	2028	• 50% of sales offices are energy-efficient buildings. and use E22/E85 instead of diesel 91/95, including ensuring that EV vehicles account for more than 20% of the company’s total fleet.
Implement the use of eco-friendly materials with Low Carbon or Green Labels in the condominium project construction process (Scope 3 emissions)	2026	• Develop a 'Green Product List' database by collecting data on raw materials to facilitate the selection and procurement of environmentally friendly materials. The project goal is to ensure that, during construction and in new project proposals, at least 10% of all selected materials are eco-friendly.
	2027	• Design and launch new projects using Green Products for at least 15% of all materials.
	2028	• Design and launch new projects using Green Products for at least 20% of all materials.