



JUMP+ Plan



ORNSIRIN HOLDING PUBLIC COMPANY LIMITED

(ORN)

Year 2026 - 2028

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and disseminated on 25/02/2026

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SET

Property & Construction / Property Development

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

The Company is a Holding Company which invest in residential real estate for sale. Its investments encompass both horizontal property development projects and vertical property development projects.

Financial Statement

Year	2025	2024	2023	2022
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Income Statement (MB)

Revenues	2,117.56	1,366.02	1,124.91	1,541.52
Expenses	1,823.35	1,187.72	882.80	1,171.26
Net Profit	226.28	140.56	180.51	280.92

Balance Sheet (MB)

Assets	5,932.48	4,818.41	3,966.21	3,338.88
Liabilities	3,280.62	2,362.37	1,572.94	1,169.48
Shareholders' Equity	2,649.68	2,452.85	2,390.08	2,166.39

Cash Flow (MB)

Operating	332.48	-2.10	-552.26	-69.47
Investing	-457.31	-217.66	-34.52	0.04
Financing	189.17	179.02	588.96	136.00

Financial Ratio

EPS (Baht)	0.15	0.09	0.15	25.69
GP Margin (%)	41.20	40.15	46.94	44.37
NP Margin (%)	10.69	10.29	16.08	18.28
D/E Ratio (Times)	1.24	0.96	0.66	0.54
ROE (%)	8.87	5.80	7.92	12.97
ROA (%)	5.47	4.06	6.63	11.09

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	450-490 Million Baht
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : Partner Strategy - Strategic Partnerships to Co-develop Innovative Products and Projects



2. Strategic Plan 2 : Portfolio



Diversification - Strategy to expand geographic exposure.

3. Strategic Plan 3 : Operational



Excellence - Strategy to Enhance Process Efficiency and Drive Continuous Improvement.

4. Strategic Plan 4 : Asset Utilization -



Strategy to Enhance the Efficiency of the Company's Asset Utilization through mixed-use projects alongside residential developments.

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts

2. Enhancing whistleblowing mechanisms

3. Strengthening emerging risk oversight practices

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

2. Decarbonization

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2022	YE/2023	YE/2024	Target in 2028
Net Profit (Million Baht)	280.92	180.51	140.56	450-490

The Company is committed to becoming a market leader in the real estate industry by delivering quality and excellent service to customers through the creation and development of innovative products that take environmental impacts into consideration. It adheres to strong corporate governance principles to enhance long-term competitiveness and achieve continuous and sustainable growth.

Growth plan/Increase business value

Strategic Plan 1 : Partner Strategy - Strategic Partnerships to Co-develop Innovative Products and Projects

Collaborate with strategic partners in the secondary real estate market to address diverse customer segments. This initiative focuses on renovating pre-owned properties for resale, offering quality and affordable housing options for buyers who are not yet ready to purchase new homes. At the same time, it helps preserve property values within the community and sustain continuous demand in the local real estate market.

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)	1,362.65	2,108.25	2,625	3,055	3,556

- Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Number of units redeveloped for resale. (Units)	0	10	29	50
Number of business partners collaborating on pre-owned property redevelopment. (Signed Agreement)	2	3	4	6

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Engaging in pre-owned property development to meet market demand while preserving the overall value of properties in the area.	2026	<ul style="list-style-type: none"> Study and select second-hand properties in prime locations from partner companies, and initiate a pilot redevelopment project in Chiang Mai Province.
	2027	<ul style="list-style-type: none"> Expand property development investments to diversify the portfolio by establishing a platform for second-hand home sales, covering both the Company’s inventory and partner properties. Concurrently, assess customer needs and satisfaction to support continuous improvement, product enhancement, and future diversification initiatives.
	2028	<ul style="list-style-type: none"> Develop a co-investment (revenue-sharing) model with partners to achieve sustainable growth, enhance the team’s expertise, and establish it as a new core business of the group, which provides consistent income.

Risk Management

Risk 1 : Strategic and Marketing Risks in the Pre-Owned Residential Property Business

- **Risk Characteristic**

Price competition between new and pre-owned residential properties

- **Risk Impact**

This could lead to underperformance in the sales of refurbished properties compared to set targets, and may also exert downward pressure on the sales of newly developed housing units.

- **Risk Management Measures**

1. Analyze local demand prior to renovation, implement appropriate pricing strategies, and collaborate with property agents to effectively target customers seeking second-hand or affordable housing.
2. Establish a selection process for well-maintained second-hand properties and implement effective cost control measures to remain competitive.

Strategic Plan 2 : Portfolio Diversification - Strategy to expand geographic exposure.

The Company plans to expand its residential property developments into other provinces beyond Chiang Mai, targeting high-potential and key urban markets. This geographic diversification strategy aims to mitigate concentration risk by reducing reliance on a single housing market, strengthen brand presence across regions, and drive sustainable long-term revenue growth.

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)	1,362.65	2,108.25	2,625	3,055	3,556

• Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Number of newly launched projects outside Chiang Mai Province (projects)	1	1	1	1

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Company aims to expand its project developments to capture diverse geographic locations and customer segments, mitigate concentration risk from dependence on a single residential market, and strengthen brand recognition of ORNSIRIN.	2026	<ul style="list-style-type: none"> Proactively identify and assess high-potential and major urban markets to support future residential project expansion and geographic investment diversification.
	2027	<ul style="list-style-type: none"> The Company adapts its project formats and service offerings to meet the diverse needs of local customer segments, thereby enhancing residents' quality of life. In parallel, the Company conducts ongoing studies of high-potential and major urban markets to facilitate continued investment and expansion of residential real estate developments in other provinces.
	2028	<ul style="list-style-type: none"> The Company continuously evaluates high-potential and key urban markets to support ongoing investment in residential real estate developments in other provinces, while enhancing brand recognition in areas where investment expansion is undertaken.

Risk Management

Risk 1 : Competition and New Market Entry Risk

• Risk Characteristic

Limited insight into local market dynamics and consumer behavior, intense competition from established developers already operating in the area, and limitation in local partnerships.

• Risk Impact

This may result in a lack of in-depth insight into purchasing power, actual demand, and appropriate pricing levels, potentially leading to incorrect product positioning. In addition, the project would have to compete with existing local developers, who typically possess an established customer base, strong relationships with sales agents, and a deeper understanding of the area, giving them an advantage in terms of credibility and customer access. Additionally, a limited number of contractors and suppliers may affect the efficiency of project. execution.

• **Risk Management Measures**

1. Undertake in-depth market research and detailed feasibility studies to ensure a comprehensive understanding of local market needs and demand dynamics.
2. Initiate projects on a smaller scale and expand in phases (Phased Project Expansion) to utilize the insights to enhance the product offering.
3. Creating product differentiation by clearly positioning the brand in order to compete effectively with other competitors.
4. Selecting reliable contractors and dividing the scope of work to reduce the risk of relying on a single contractor.

Risk 2 : Financial Risk

• **Risk Characteristic**

Risk arising from improper capital allocation and investment planning that does not align with project scale and timeline.

• **Risk Impact**

Shortfalls in projected revenue may result in cash flow pressures, while certain projects may not deliver tangible financial performance.

• **Risk Management Measures**

1. Conduct thorough feasibility studies and adopt an appropriate financial structure, such as joint ventures (JV) or external funding sources.

Strategic Plan 3 : Operational Excellence - Strategy to Enhance Process Efficiency and Drive Continuous Improvement.

Enhance operational efficiency and profitability by improving workflows across all departments, eliminating unnecessary steps, shortening approval cycles, and reducing documentation bottlenecks through digital systems and paperless processes.

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

- Profitability & Efficiency

Targets

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Gross profit margin of real estate business	XXX	41%	41.50%	42%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Optimize operational processes by removing unnecessary bottlenecks to improve efficiency and effectiveness across all functions.	2026	<ul style="list-style-type: none"> • Implement an end-to-end process reengineering initiative to remove unnecessary steps and establish a concise, well-defined, and auditable approval framework.
	2027	<ul style="list-style-type: none"> • Execute newly approved operational processes and migrate workflows to online platforms through dedicated applications, especially in departments handling high volumes of documentation. In parallel, enhance data backup systems,

Strategic Initiative	Year	Expected Outcomes
	2028	<p>cybersecurity measures, and backup power infrastructure to ensure business continuity and risk resilience.</p> <ul style="list-style-type: none"> Integrate the ERP system across key functions (Construction, Procurement, and Accounting), fostering data consistency, operational transparency, and comprehensive management efficiency within a unified digital ecosystem.

Risk Management

Risk 1 : Operational Risk Related to Employees

• **Risk Characteristic**

Employees may lack sufficient understanding of newly implemented operational processes.

• **Risk Impact**

This may cause newly implemented workflows to deviate from the established processes and operate at suboptimal efficiency.

• **Risk Management Measures**

- The Company provides advance notifications, issues formal announcements, and conducts training sessions for relevant personnel to ensure awareness and understanding of changes in operational processes.
- Implement post-implementation review and feedback mechanisms to assess practical execution and incorporate improvement recommendations accordingly.

Risk 2 : System Operational Risk

• **Risk Characteristic**

Absence of a centralized data management system, resulting in fragmented data across departments and systems, limited integration, and insufficient data validation controls.

• **Risk Impact**

This may result in delays and reduced reliability in data collection and storage.

• **Risk Management Measures**

- Implement a structured data migration plan and conduct testing and data quality validation.
- Establish a Data Governance policy.
- Develop a centralized data repository to support data processing, storage, and efficient retrieval.

Risk 3 : Information Security Risk

• **Risk Characteristic**

Weaknesses in data security controls.

• **Risk Impact**

This may expose the Company to risks of data breaches, unauthorized access, or information loss due to external threats or system failures.

• **Risk Management Measures**

1. Adopt and enforce a formal Information Security Policy
2. Implement access control measures to restrict and manage user access to information
3. Implement data backup procedures in both online (e.g., cloud-based) and offline formats.
4. Conduct cybersecurity awareness training for employees and promote a data-conscious culture across the organization.
5. Establishes and maintains a formal Incident Response Plan to ensure timely and effective management of potential security incidents or operational disruptions.

Strategic Plan 4 : Asset Utilization - Strategy to Enhance the Efficiency of the Company’s Asset Utilization through mixed-use projects alongside residential developments.

The Company possesses a substantial portfolio of high-potential land plots that remain undeveloped. To maximize asset utilization and enhance long-term value creation, the Company plans to conduct comprehensive feasibility studies and progressively develop selected sites into retail rental properties.

In addition, the Company aims to create vibrant community hubs within its developments, such as community malls under the “Back Yard” brand, alongside residential projects. This integrated approach is designed to enhance livability, attract both domestic and international tourists, and introduce the ORNSIRIN Group through distinctive local commercial districts.

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

- Growth

Targets

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Number of commercially operational areas per year (location)	0	1	1 (Rental income recognition from 2 properties)	1 (Rental income recognition from 3 properties)

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Utilize remaining land from project developments to develop retail rental properties, aiming to maximize land productivity and enhance long-term asset value.	2026	<ul style="list-style-type: none"> • Conduct studies and analyses of urban growth potential and strategic partners to support land development decisions aligned with local market demand. Select 2–3 land plots for the initial design and construction of rental spaces, and launch the first “Back Yard” project in Chiang Mai Province.
	2027	<ul style="list-style-type: none"> • Initiate commercial lease contracting and systematically gather operational performance data to assess efficiency and optimize the business model before proceeding with the next phase of expansion.
	2028	<ul style="list-style-type: none"> • Expand the project across additional sites while introducing value-added services, such as solar rooftop installations to reduce expenses and enable electricity sales, enhanced security systems, renovation and maintenance services, and the

Strategic Initiative	Year	Expected Outcomes
		development of a property management platform to track and improve asset profitability.

Risk Management

Risk 1 : Strategic and Marketing Risks

- **Risk Characteristic**

Tenant acquisition may fall short of targets, and may lack sufficient business potential.

- **Risk Impact**

This may adversely impact cash flow and return on investment.

- **Risk Management Measures**

1. Conduct market demand analysis prior to actual investment.
2. Commence with a small-scale pilot development on high-potential land plots to validate the business model
3. Carefully screen and contract with tenants demonstrating strong financial standing and business potential.

Risk 2 : Financial Risk

- **Risk Characteristic**

Risk arising from improper capital allocation and investment planning that does not align with project scale and timeline.

- **Risk Impact**

Shortfalls in projected revenue may result in cash flow pressures, while certain projects may not deliver tangible financial performance or directly enhance the Company's core business.

- **Risk Management Measures**

1. Conduct thorough feasibility studies and adopt an appropriate financial structure, such as joint ventures (JV) or external funding sources.

Risk 3 : Project Management Cost Risk

- **Risk Characteristic**

Actual project management costs may deviate from the approved budget.

- **Risk Impact**

This may lead to an increase in overall project management and administrative costs.

- **Risk Management Measures**

1. The project is designed in alignment with effective building management and operational efficiency requirements.
2. Effectively control building management expenses.
3. Enhance and adopt technology to control and reduce building management expenses.

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Strengthen the Group’s governance and internal control framework to ensure transparency, accountability, and zero tolerance for corruption. Elevate operational standards in alignment with good corporate governance principles and international best practices, including maintaining certification under the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) and adopting the ISO 37003 guidelines to enhance anti-corruption risk management.

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)	Signatory	In the process of applying for certification.	Certified	Certified
Evaluation of adherence to ISO 37003 standards: Fraud control management systems	-	In Progress	In Progress	Complete

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Company aims to achieve certification under the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), administered by the Thai Institute of Directors Association (Thai IOD), by 2028.	2026	<ul style="list-style-type: none"> Following the Company’s formal declaration of intent to participate in the CAC initiative, relevant executives and personnel were enrolled in training programs in accordance with CAC requirements.

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> • The Company has established a CAC Working Committee and appointed a designated Project Owner to oversee and drive the implementation of CAC-related initiatives. • The Company conducted an internal kick-off meeting to communicate its commitment and implementation roadmap for the CAC initiative. A comprehensive Gap Analysis was performed to assess the Company’s current practices against all 71 CAC criteria. In addition, the Internal Audit function was engaged as an advisor to support the preparation and review of documentation required for submission to CAC. • The Company has implemented the action plan as scheduled and systematically compiled evidence and supporting documentation (Evidence & Documentation) to support its application for CAC certification. • The Internal Audit function reviewed the documentation to be submitted to CAC. • The Company formally submitted the required documentation to the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) Project Office and provided clarifications and responses to inquiries raised by the review committee as part of the certification assessment process.
	2027	<ul style="list-style-type: none"> • The Company achieved certification under the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) in 2027 and remains committed to rigorous and continuous compliance with the established standards to ensure sustained governance excellence and long-term credibility.
	2028	<ul style="list-style-type: none"> • The Company rigorously complies with the established standards to sustain certification status and continuously strengthens its governance framework to ensure readiness for recertification on a three-year cycle, reinforcing long-term integrity and organizational resilience.
<p>The Company has conducted an assessment of its compliance with the ISO 37003: Fraud Control Management Systems standard.</p>	2026	<ul style="list-style-type: none"> • The Company has appointed an FCMS Project Team and clearly defined its roles and responsibilities. • The Company conducted a Gap Analysis to assess the differences between its existing control framework and the requirements of ISO 37003. • The Company prepared a draft “Fraud Control Policy & Framework” and submitted it to the Board of Directors for approval.
	2027	<ul style="list-style-type: none"> • The Company notified the Internal Audit function and requested a proposal and fee quotation for the assessment of compliance with ISO 37003. • The Company requested the Internal Audit function to incorporate an additional review of the “Fraud Control System in alignment with ISO 37003” into the regular audit cycle.

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> The Internal Audit function commenced the monitoring review and subsequently issued the audit report. The Company implemented the corrective actions and conducted a second-round follow-up review. An assessment of compliance with ISO 37003 was conducted by the auditor, and the Company was found to be in conformity with the ISO 37003 standard.

Risk Management

Risk 1 : Risk of inadequate communication of policies and assessment results across the organization.

- **Risk Characteristic**

There is a risk that policies and evaluation outcomes may not be effectively communicated throughout the organization, potentially leading to inconsistent understanding, misalignment in implementation, and reduced compliance effectiveness.

- **Risk Impact**

There is a risk that insufficient awareness or understanding of anti-corruption guidelines among employees may lead to policy violations, control override, or inconsistent implementation, potentially exposing the Company to regulatory, legal, and reputational risks.

- **Risk Management Measures**

1. The Company conducts annual training and regularly communicates its anti-corruption policies to reinforce employee awareness and compliance.
2. Assessment results are disclosed at an appropriate level to enhance employee awareness and encourage active participation.

Risk 2 : Risk of insufficient understanding of CAC criteria and requirements.

- **Risk Characteristic**

There is a risk that inadequate understanding of CAC criteria and requirements may lead to incomplete implementation, non-compliance, or delays in certification and recertification processes, potentially affecting the Company's governance credibility and stakeholder confidence.

- **Risk Impact**

There is a risk that implementation activities may not fully align with the prescribed standards, which could lead to gaps in compliance and delays in the certification submission process, potentially affecting governance objectives and stakeholder confidence.

- **Risk Management Measures**

1. Provide training and advisory support to executives and relevant departments.
2. The Company engages directly with CAC representatives or the Thai Institute of Directors Association (Thai IOD) to obtain expert guidance and ensure proper alignment with requirements from the initial stage
3. Engage an external consultant to provide guidance on implementation and conduct an independent review of relevant documentation to ensure full alignment with established criteria and regulatory requirements.

Risk 3 : Risk of insufficient understanding of the ISO 37003 standard.

• **Risk Characteristic**

There is a risk that inadequate understanding of ISO 37003 requirements may lead to improper implementation of the fraud control management framework, gaps in internal controls, and potential non-alignment with international standards, thereby affecting governance effectiveness and organizational credibility.

• **Risk Impact**

There is a risk that the Company’s fraud control and prevention practices may not fully align with the requirements of ISO 37003, potentially resulting in an ineffective fraud control management system and non-conformity with the prescribed standard.

• **Risk Management Measures**

1. Conduct training programs to enhance knowledge and understanding of ISO 37003 requirements and practices among executives and employees at all levels.
2. Appoint a designated Fraud Control Champion to serve as an internal advisor within the organization.
3. Conduct pre- and post-training assessments to evaluate employees’ understanding and utilize the results to drive continuous improvement initiatives.

Enhancing whistleblowing mechanisms

To establish a transparent, fair, and accountable whistleblowing system across the Group that enables effective receipt, assessment, and investigation of reported concerns. The framework is designed to build trust among employees, business partners, and stakeholders by demonstrating the Company’s strong commitment to preventing, detecting, and addressing misconduct in a timely and effective manner.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	In Progress	In Progress	In Progress	Success
• The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Complete	-	-	-
• Appointment of an impartial recipient for whistleblowing reports.	In Progress	In Progress	In Progress	Success
• All complaints are thoroughly investigated,and outcomes are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.	In Progress	In Progress	In Progress	Success
• The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	Complete	-	-	-
Reduce the complaint resolution time.	-	In Progress	In Progress	Complete

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
All reported cases are subject to formal investigation procedures, with investigation outcomes presented to the Board of Directors within the established timeframe. In cases where misconduct is identified, clear corrective actions and preventive measures are defined and implemented to prevent recurrence.	2026	<ul style="list-style-type: none"> The Company has established a KPI requiring investigations to be completed within 15 days from the date of case receipt, with findings subsequently reported to the Audit Committee. The Investigation Working Committee reviews all complaints in accordance with the established procedures and prepares investigation reports for submission to the Audit Committee on a quarterly basis.
	2027	<ul style="list-style-type: none"> In cases where misconduct is identified, the relevant departments are required to develop corrective actions and preventive measures within 30 days following the conclusion of the investigation. All actions are formally documented, and lessons learned are incorporated to enhance controls and prevent recurrence.
	2028	<ul style="list-style-type: none"> The Company upholds rigorous standards in its whistleblowing framework and continuously reviews and strengthens its action plans, ensuring timely and effective resolution of reported cases.

Risk Management

Risk 1 : Risk that the volume of complaints may exceed the investigation capacity of the responsible unit.

- **Risk Characteristic**

There is a risk that the number of reported complaints may surpass the investigation capacity of the responsible function, potentially resulting in delays, reduced investigation quality, and weakened oversight effectiveness.

- **Risk Impact**

Such circumstances may lead to delayed investigations, failure to meet reporting timelines, and diminished confidence among complainants and stakeholders.

- **Risk Management Measures**

1. Prioritize complaints based on severity level to ensure appropriate and timely investigation.
2. Increase personnel resources or establish a dedicated task force in cases where the volume of complaints is significantly high.
3. Monitor root causes and establish corrective and preventive measures to reduce the likelihood of similar complaints occurring in the future.
4. Establish contingency measures, such as pre-identifying personnel who can be appointed to a dedicated task force in advance of any surge in complaints.

Governance of Risk and Management Compliance

Strengthening emerging risk oversight practices

To establish a robust risk management system across the Group that can effectively detect, assess, and respond to emerging risks, thereby minimizing adverse impacts on business operations and supporting prudent, timely, and informed strategic decision-making by management.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for managing emerging risks.	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> Conduct an analysis to identify and assess a minimum of three emerging risks with potential business impact. 	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans 	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> Engagement of senior management in the tracking and decision processes related to emerging risks. 	Not Started	In Progress	In Progress	Success
Apply GRC technology to streamline risk management and reporting processes.	-	In Progress	In Progress	Complete

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Identify and conducts in-depth analysis of least three emerging risks that are expected to potentially impact the business. Each emerging risk is supported by structured scenario analysis and clearly defined mitigation strategies. Designated senior executives are actively involved in the risk evaluation and decision-making process to ensure robust governance oversight, strategic responsiveness, and executive accountability.	2026	<ul style="list-style-type: none"> The Company organized a structured workshop to identify and assess emerging risks that could potentially affect business operations and strategic objectives over the next three to five years. The Company conducts impact and likelihood assessments and develops scenario analyses and mitigation plans for each identified risk. The Company presented the identified risks to the Risk Management Committee for consideration, prioritization, and determination of appropriate response strategies.
	2027	<ul style="list-style-type: none"> The Company assesses changes in the external environment, including macroeconomic trends, technological developments, and ESG-related factors. The Company reviews the relevance of identified risks and adjusts risk levels in response to changes in the operating environment. The company reports its risk management results to the Risk Management Committee on a quarterly basis.
	2028	<ul style="list-style-type: none"> The Company monitors and reviews the outcomes of the implementation of risk mitigation plans to ensure their

Strategic Initiative	Year	Expected Outcomes
		<p>effectiveness and alignment with the organization’s objectives.</p> <ul style="list-style-type: none"> • The Company evaluates Early Warning Indicators and the likelihood of recurrence. • The Company has established a monitoring system to track Emerging Risks and provide early warning signals. • The Company reports the results to the Risk Management Committee on a quarterly basis.

Risk Management

Risk 1 : Risk arising from the failure to comprehensively and timely identify newly emerging risks.

• **Risk Characteristic**

Risk arising from the lack of a robust and flexible risk identification process, resulting in the inability to comprehensively and timely identify emerging risks within the Enterprise Risk Management (ERM) framework.

• **Risk Impact**

The Company may be unable to proactively prepare for emerging risks (e.g., technological changes, regulatory developments, or shifts in consumer behavior), potentially resulting in lost business opportunities or adverse impacts ahead of competitors.

• **Risk Management Measures**

1. Establish a Risk Committee to regularly identify and assess emerging risks.
2. Enhance the knowledge and capabilities of the working team by organizing training sessions and seminars on relevant business and economic sectors to ensure they stay informed and up to date with emerging developments and potential risks.
3. Apply Scenario Analysis to simulate potential situations and assess the possible impacts that may arise.
4. Conduct a review of emerging risks at least once annually.

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 : <https://ornsirin.co.th/esg/environmental/>



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 committed to contributing to the reduction of its organizational greenhouse gas (GHG) emissions while conducting its business in a sustainable manner. The Company emphasizes on reducing GHG emissions from materials used in its real estate development projects, improving energy efficiency, utilizing renewable energy, and promoting stakeholder engagement throughout the value chain.

Targets

The Company has set a target to reduce greenhouse gas (GHG) emissions, measured by the reduction in GHG emissions per square meter of newly constructed real estate area.

Topic	GHG emissions in the base year (tCO ₂ e / m)	Target for reducing GHG emissions compared with the base year (tCO ₂ e / m)		
	2025	2026	2027	2028
Greenhouse gas emission reduction volume	0.079	ลดลง 2%	ลดลง 3%	ลดลง 5%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Climate Action Improvement Plan	2026	<ul style="list-style-type: none"> The Company prepares its organizational Carbon Footprint, covering all projects. The Company encourages employees to actively participate in reducing greenhouse gas (GHG) emissions. The Company promotes employee awareness of stakeholder impacts and responsibility related to GHG emissions. The Company installs solar energy systems (Solar Rooftop) at its offices, schools, and selected project sites. The Company increases the proportion of low-carbon materials in the Group’s products to at least 30% of ORNSIRIN’s total procurement value. The Company reduces construction waste at project

Strategic Initiative	Year	Expected Outcomes
		sites by 10% compared to the base year 2025 (B.E. 2568). - The Company obtains the EDGE (Excellence in Design for Greater Efficiencies) green building design certification.
	2027	<ul style="list-style-type: none"> - The Company integrates a construction waste management system into all newly developed projects. - The Company converts 100% of building lighting systems to LED and installs smart meters to monitor electricity consumption by area for effective control and tracking. - The Company continuously expands the installation of solar energy systems (Solar Rooftop) at its offices, schools, and selected project sites.
	2028	<ul style="list-style-type: none"> - The Company promotes tree planting initiatives and supports carbon offset projects within local communities. - The Company has installed renewable energy systems with a total capacity of more than 2 MW. - The Company has established a new three-year short-term target aimed at reducing total greenhouse gas (GHG) emissions by 10% across all operations throughout the value chain by 2050 (25 years from the base year).

Risk Management

Risk 1 : Cost Risks Associated with Greenhouse Gas Emission Reduction Implementation

- **Risk Characteristic**

Investment in renewable energy systems, as well as the use of low-carbon materials in the Company's projects, may increase costs and adversely affect the Company's profit margins.

- **Risk Impact**

Investments in processes aimed at reducing greenhouse gas (GHG) emissions may increase costs, potentially affecting the Company's competitiveness and profit margins.

- **Risk Management Measures**

1. Prepare projection analyses and evaluate the costs and returns of each project to ensure that the Company remains profitable and competitive.
2. Seek government support and incentives, such as those provided by the Board of Investment of Thailand (BOI).
3. Consider various solar installation models beyond direct investment, such as leasing arrangements or partnerships with an ESCO (Energy Service Company), to maximize benefits and returns.
4. Utilize low-carbon materials appropriately, taking into account costs, energy savings, and product lifespan to achieve maximum cost-effectiveness.

Risk 2 : Compliance Participation Risk

- **Risk Characteristic**

Company personnel may lack the knowledge, understanding, awareness of its importance, and cooperation in implementing actions to contribute to carbon emission reduction.

- **Risk Impact**

Insufficient awareness and engagement among personnel may hinder the achievement of carbon reduction targets at both the operational and strategic decision-making levels.

- **Risk Management Measures**

1. Conduct training sessions to raise awareness of carbon emissions and the importance of carbon reduction, including practical workshops for operational teams.
 2. Engage external consultants to assist in system design and provide expert guidance.
 3. Leverage technology and equipment to enhance the accuracy of energy consumption monitoring and data recording.
 4. Incorporate carbon reduction or carbon maintenance targets into KPIs to drive engagement and accountability.
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