

20 February 2026

Subject: Management Discussion and Analysis for the Operating Results of the year ended 31 December 2025

To: President
The Stock Exchange of Thailand

(1) Overview of business operations and economic conditions affecting listed companies

Business operation overview

Jenkongklai PCL ("the Company") is an integrated parking and management service provider in Thailand. Its primary service areas are in Bangkok, metropolitan areas, and major provincial cities. The Company's business covers the service and management of over 50 parking lots, the development of parking system technology, and other related services.

The Company's primary strategy focuses on organic growth, including expansion through mergers and acquisitions (M&A) in the parking business and other potential businesses as appropriate. During the past year, the Company has implemented the following strategic plans:

- Development of infrastructure by constructing parking buildings on long-term leased land, namely the J-Park Kanchanasuk Parking Building and the Kanchanaphisek Medical Center Parking Building Project, to generate sustainable income.
- Improvement of the parking reservation and automatic payment systems to reduce operating costs and enhance customer experience.
- Assessment of business opportunities in related industries that may enhance the Company's technological potential.
- Such strategies help strengthen the Company's competitive position and create opportunities for continuous growth.

Economic factors affecting the Company's operations

The global and Thai economic conditions are important factors affecting the parking industry. The Company has considered the main factors that may affect the business operations as follows:

- **Economic growth and consumer spending behavior**

The slowdown in economic growth (GDP) after the recovery from COVID-19 has affected people's spending, especially lower expenses related to travel and parking.

- **Costs and interest rates**

The Company experienced an increase in operating expenses, including rental fees, labor costs, management costs, and infrastructure construction costs. Furthermore, the Thailand Monetary Policy Committee (MPC) has announced a decrease in policy interest rates 4 times since the start of the year, with an additional downward adjustment expected in 2026, reflecting the softening economic outlook for Thailand, which is expected to decelerate from the current year's levels, which gives the Company

confidence that the interest rate does not significantly affect the Company's financial costs for business expansion.

- **Government policies**

The Thai government has a policy to promote the use of clean energy and electric vehicles (EVs), which has resulted in the Company having to make infrastructure available to support this direction. This issue will also impact the car parking business.

Overview of industry competition and growth trends

The parking industry in Thailand is in the process of adapting to the trends in technology and consumer behavior, with the following key competitive factors:

Industry competition

(1) Entry into the market by new players and alternative solutions

- Ride-hailing and Sharing Economy services such as Grab and Bolt, and the growth of EV Car Sharing and electric motorcycles have changed parking usage behaviors.
- Developers of AI-based parking technology are starting to play a greater role.

(2) Competition with existing service providers

- Existing parking companies are accelerating their adaptation by introducing Mobile Apps, Smart Payment, and AI parking technologies.
- The parking business in Thailand still has a fragmented market, which is an opportunity for M&A or Joint Venture.

Future growth trends

(1) Growth of Smart Parking

- The use of AI, IoT, and Big Data Analytics to manage parking spaces to reduce costs and increase efficiency
- Develop parking lots to support EV Charging and clean energy in line with ESG (Environmental, Social, and Governance) trends

(2) Opportunities for mergers and acquisitions and business portfolio expansion

- The parking lot market still has opportunities to grow through acquisitions or joint operations with small operators, partnerships with real estate developers, and the use of various financial instruments.

The Company's Growth Approach

To support competitive trends and economic factors, the Company has an operational plan that focuses on creating value for shareholders and developing the business sustainably, as follows:

1. Expanding the parking portfolio through various channels
2. Introducing AI technology and automation systems to increase operational efficiency
3. Developing ESG approaches to reduce environmental impacts and increase business opportunities

The Company is committed to sustainable growth and competitiveness in a highly volatile industry, focusing on risk management and continuous profitability.

(2) Summary of significant events and developments

A summary of important events and developments is as follows:

1. The construction of the J-Park Kanchanasuk car park building has been completed, and services have been provided for over 500 parking slots to support general users since October 2024. Shops have opened in the commercial area of 2,000 square meters since November 2024.

2. The Company has started construction of the car park project at Kanchanaphisek Medical Center, Siriraj Hospital, Salaya, to provide approximately 1,000 parking slots and a commercial area of 4,000 square meters. The investment value is approximately THB 500 million. Piling started in July 2024. The Company anticipates being able to launch the service in the third quarter of 2026, and over 60% of the commercial area is currently under lease contracts.

3. The Company entered into an 8-year long-term loan agreement with a financial institution for THB 130 million. Loan drawdowns for the construction project commenced since October 2024. However, the Company fully repaid the entire outstanding balance in December 2025.

4. During the second quarter of 2025, the Company was awarded a contract by the Sirirat Hospital to provide parking service at its premises, which can accommodate approximately 3,000 parking slots. The Company is currently commissioning this project in January 2026. In addition, the Company was selected by the Mass Rapid Transit Authority of Thailand to undertake the supply and installation of parking systems (CIPS) and related facilities at park and ride buildings and lots. The total project value is THB 116.80 million (VAT inclusive), and the project scheduling to launch within first-half of year 2026.

(3) Summary of operating results

The Company has submitted its financial statements for the year ended 31 December 2025, which have been audited by a certified public accountant, to the Stock Exchange of Thailand, in which the Company had a net profit of THB 83.23 million for the year ended 31 December 2025, a decreased of THB 81.70 million, or a decrease of 49.53% YoY when compared to the same period of the previous year, which had a net profit of THB 164.93 million. The change in YoY operating results can be explained as follows:

Analysis and explanation of operating performance

Statement of Comprehensive Income	2025		2024	
	THB million	%	THB million	%
Revenue from services rendered	549.49	100.00%	559.85	100.00%
Costs of services rendered	(391.21)	71.20%	(405.51)	72.43%
Gross profit	158.28	28.80%	154.34	27.57%
Gain from subleasing	2.75	0.47%	97.06	17.34%
Other incomes ^{1/}	23.89	4.35%	13.15	2.35%
Administration expenses ^{2/}	(72.56)	13.20%	(55.63)	9.94%

Statement of Comprehensive Income	2025		2024	
	THB million	%	THB million	%
Profit before finance costs and tax	112.18	20.42%	208.92	37.32%
Finance costs	(7.95)	1.45%	(5.67)	1.01%
Profit before tax	104.24	18.97%	203.25	36.30%
Income tax	(21.00)	3.82%	(38.32)	6.84%
Net profit for the year	83.23	15.15%	164.93	29.42%

Note: 1/ Other incomes consist of income from garbage collection service, restroom service, interest income from sub-lease contracts, and bank interest.

2/ Including loss from assets disposal THB 0.28 million and THB 1.85 million for year 2024 and 2025 respectively.

Revenue structure

Revenue categorized by service type	2025		2024	
	THB million	%	THB million	%
(1) Revenue from parking service (PS)	374.83	68.21%	376.08	67.18%
(2) Revenue from parking management service (PMS)	94.20	17.14%	89.20	15.93%
(3) Revenue from consultant and installation parking system service (CIPS)	67.14	12.22%	81.91	14.63%
(4) Revenue from other services ^{1/}	13.32	2.42%	12.66	2.26%
Total revenue from service rendered	549.49	100.00%	559.85	100.00%

Note: 1/ Revenue from other services consists of rental, service fee, and utilities fee charged to space tenants.

For the year ended 31 December 2025 and 2024, the Company had service revenue of THB 549.49 million and THB 559.85 million, respectively. Revenue decreased by THB 10.36 million, or 1.85% YoY. The details are as follows:

(1) The parking service business (PS) had an decrease in revenue of THB 1.25 million, a decrease of 0.33%. The decline in revenue was mainly due to the overall economic slowdown, particularly in the Banthadthong area, where there was a significant drop in both the number of visitors and operating shops. However, the Company recorded an increase in fully year revenue from J-Park Kanchanasuk car park building which has been in operation since October 2024.

(2) The parking lot management service (PMS) business had an increase in revenue of THB 5.00 million, an increase of 5.61%, due to the Company secured an additional parking management contract and was able to increase the management fee for contract renewal with MRT.

(3) The consulting and installation business of the parking management system (CIPS) had a decrease in revenue of THB 14.77 million, a decrease of 18.03%, due to the Smart Parking Management System and Guidance System projects from MRT won in 2023 being completed and delivered in 2024. During of 2025, the Company was awarded a contract by the Mass Rapid Transit Authority of Thailand to undertake the supply and installation of parking systems (CIPS) and related facilities at the park and ride buildings and lots. The total project value is THB 116.80 million. Revenue is be recognized based on the percentage of completion.

(4) Other service revenue mainly represents space rental income for commercial increased by THB 0.66 million, or 5.21%.

Cost of services and Gross profit

Costs of services rendered and Gross profit	2025		2024	
	THB million	%	THB million	%
Employee expenses	149.12	38.12%	140.01	34.53%
Depreciation and amortization	76.77	19.62%	75.70	18.67%
Parking service space rental expense	94.42	24.14%	106.81	26.34%
Parking systems design and installation costs	21.05	5.38%	37.72	9.30%
Other costs of services	49.85	12.74%	45.27	11.06%
Total costs of services rendered	391.21	100.00%	405.51	100.00%
% to revenues from services rendered		71.20%		72.43%
% of gross profit margin		28.80%		27.57%

Services costs include employee expenses, depreciation and amortization, parking space rental, parking lot management system installation and installation, and other service costs. For the year ended 31 December 2025, the Company had a cost of services of THB 391.21 million, with the cost of services decreased by THB 14.59 million or 3.53% YoY from the same period of the previous year, mainly due to:

- (1) The cost of installation and implementation of the parking management system decreased by THB 16.67 million, primarily due to the decrease in revenue from the CIPS business.
- (2) Parking space rental expense decreased by THB 12.39 million, primarily due to the decrease in variable rental fees, which is in line with the decrease in revenue from parking service (PS) business.
- (3) Employee expenses increased by THB 9.11 million due to the minimum wage increase as announced by the government, and an increase in the number of employees, which is in line with the rise in parking lots when compared to the same period of the previous year.
- (4) Depreciation and amortization expenses increased by THB 1.07 million, primarily due to the addition of right of use of lease agreements and assets being completed and ready for use during the period.

For the year ended 31 December 2025, the Company had a gross profit of THB 158.28 million, representing a gross profit margin of 28.80%, which was higher than the gross profit in the same period of the previous year, which had a gross profit of THB 154.34 million, representing a gross profit margin of 27.57%. This is due to an increase in gross profit from the CIPS business.

Gain on subleasing

For the year ended 31 December 2025, the Company had a profit from subleasing of THB 2.57 million, representing 0.47% of service revenue, a decreased of THB 94.49 million when compared to the same period of the previous year. This was a gain from the Company subleasing a particular area of the parking area in the Bangkok Noi

Market parking lot to develop it into a commercial area. The recognition of such gain was recorded in accordance with Thai Financial Reporting Standard No. 16 on Leases (IFRS 16).

Administrative expenses

Administrative expenses	2025		2024	
	THB million	%	THB million	%
Employee expenses	39.87	56.39%	34.18	61.76%
Professional and consulting service fees	3.86	5.46%	3.94	7.12%
Depreciation and amortization	7.12	10.07%	6.80	12.29%
Other administrative expenses	19.86	28.09%	10.42	18.83%
Total administrative expenses	70.71	100.00%	55.34	100.00%
% to revenue from services rendered		12.87%		9.88%

Administrative expenses include employee expenses, professional and consulting fees, depreciation and amortization expenses, and other administrative expenses. For the year ended 31 December 2025, the Company had administrative expenses of THB 70.71 million, representing 12.87% of service revenue. Administrative expenses increased by THB 15.37 million, representing an increase of 27.77% YoY from the same period of the previous year, mainly due to:

- (1) Employee expenses increased by THB 5.69 million due to the lesser allocation of the central staff cost directly related to the CIPS business to the project costs as a result of a lower completion rate than the same completion rate recognized in the same period of 2024.
- (2) Depreciation and amortization expenses increased by THB 0.32 million due to investment in computer and office equipment also rose in line with the expanded manpower.
- (3) Other administrative expenses increased by THB 9.44 million, mainly due to the new office rental, MA fee for license and system, and travel expense for equipment manufacturing study.

Finance costs

For the year ended 31 December 2025, the Company had financial costs of THB 7.95 million, accounting for 1.45% of service revenue. Financial costs increased by THB 2.28 million from 2024 due to long-term loan that was drawdown since the ended of year 2024.

Net profit and Net profit margin

For the year ended 31 December 2025, the Company had a net profit of THB 83.23 million, representing a net profit margin of 14.52% of total revenue, which decreased by THB 81.70 million, or a decrease of 49.54% YoY when compared to the same period of the previous year, mainly due to in the third quarter 2024, the Company recognized a gain on sublease of THB 97.06 million, from leasing out the commercial area in J-Park Kanchanasuk Parking Building.

(4) Summary of financial position

Analysis and explanation of financial position

Assets

The Company's total assets as of 31 December 2025 and 2024 were THB 1,109.27 million and THB 1,172.61 million, respectively. These were divided into total current assets of THB 197.99 million and THB 440.98 million, or 17.85% and 37.61% of total assets, respectively, and total non-current assets of THB 911.28 million and THB 731.63 million, or 82.15% and 62.39% of total assets, respectively.

Assets (Unit: Million Baht)	31 December 2025	31 December 2024
Current assets		
Cash and cash equivalents	98.70	404.01
Trade and other current receivables (net)	59.02	33.61
Current portion of receivable under finance lease (net)	1.81	2.23
Accrued income from system installation	33.70	---
Other current assets	4.76	1.13
Total current assets	197.99	440.98
Non-current assets		
Restricted deposits at financial institutions	49.85	53.44
Receivable under finance lease (net)	159.64	156.34
Property and equipment (net)	329.95	136.02
Advance payment for fixed assets purchased	0.14	0.41
Intangible assets (net)	10.29	9.49
Right-of-use assets (net)	352.21	366.42
Other non-current assets	9.20	9.51
Total non-current assets	911.29	731.63
Total assets	1,109.27	1,172.61

The Company's significant assets (ranked by liquidity) include cash and deposits at financial institutions, trade and other receivables, receivables under finance lease, accrued income from system installation, plant and equipment, intangible assets, and right-of-use assets. As of 31 December 2025, the primary assets items accounted for 8.90%, 5.32%, 14.55%, 3.04%, 29.74%, 0.93%, and 31.75% of total assets, respectively, or a total of 94.23% of total assets. Details are as follows:

Trade and other receivables

The Company had trade and other receivables as of 31 December 2025 and 2024 of THB 59.02 million and THB 33.61 million, respectively, or 5.32% and 2.87% of total assets, respectively. Most of these were trade receivables from the parking management service (PMS) business. As for the parking service (PS) business, most customers pay for the service in cash. As of 31 December 2025, trade and other receivables increased by THB 25.41 million, or 75.60%, compared to the end of 2024, due to the debtor of the consulting and installation of the parking management system (CIPS) business was billed according to the work delivered.

Receivable under finance lease

The Company has receivables under finance leases as of 31 December 2025 and 2024 of THB 161.44 million and THB 158.57 million, respectively, or 14.55% and 13.52% of total assets, respectively. As of 31 December 2025, receivables under finance leases increased by THB 2.87 million, or 1.81%, compared to the end of 2024. The main cause is that the Company has additionally subleased areas in the Bangkok Noi Market parking lot. The Company recognized the capital lease receivable when the ownership is transferred to the sub-lessee by Financial Reporting Standard No. 16 on Leases (TFRS 16).

Accrued income from system installation

The Company has accrued income from system installation as of 31 December 2025 for THB 33.70 million or 3.04% of total assets. Accrued income is income recognized from the CIPS project according to the percentage of completion of the installation in accordance with TFRS 15, Revenue recognition.

Property and equipment

The Company has property and equipment-net as of 31 December 2025 and 2024 for THB 329.95 million and THB 136.02 million, respectively, accounting for 29.72% and 11.60% of total assets, respectively. The property and equipment are mainly the parking lot improvement and parking equipment. In the parking lot service business, the Company will invest in improving and installing parking equipment in the leased area. As of 31 December 2025, property and equipment increased by THB 193.93 million, or 142.57%, compared to the end of 2024, mainly due to additional payments for construction for the Kanchanaphisek Medical Center parking building and improvements to the existing parking areas.

Advance payment for fixed assets purchased

The Company has advance payment for fixed assets purchased as of 31 December 2025 and 2024 in the amount of THB 0.14 million and THB 0.41 million, respectively, accounting for 0.01% and 0.03% of total assets, respectively. The advance payment is for buying parking equipment. As of 31 December 2025, Advance payment for fixed assets purchased decreased by THB 0.27 million, or 65.85%, compared to the end of 2024.

Intangible assets

The Company has intangible assets-net as of 31 December 2025 and 2024, the amount of THB 10.29 million and THB 9.49 million, respectively, accounting for 0.93% and 0.81% of total assets, respectively. The intangible assets are mainly the parking management system. As of 31 December 2025, intangible assets increased by THB 0.80 million, or 8.43%, compared to the end of 2024.

Right-of-use assets

The Company has right-of-use assets-net as of 31 December 2025 and 2024 of THB 352.21 million and THB 366.42 million, respectively, accounting for 31.75% and 31.25% of total assets, respectively due to the nature of the parking service business, which operates in the form of renting parking spaces, managing parking spaces, and collecting parking fees from service users. The rental for the whole lease agreement is calculated and booked as right-of-use assets, which are the main assets of the business. The Company has recorded right-of-use assets in accordance with Thai Financial Reporting Standard No. 16 on Leases (TFRS 16). As of 31 December 2025, right-of-use assets increased

by THB 14.21 million, or 3.88%, compared to the end of 2024, mainly due to the amortization of right-of-use of the J-Park Kanchanasuk Parking Building and other lots.

Liabilities

The Company has total liabilities as of 31 December 2025 and 2024 of THB 301.78 million and THB 428.91 million, or 27.21% and 36.58% of total liabilities and shareholders' equity, respectively. This is divided into total current liabilities of THB 139.85 million and THB 161.22 million, or 12.61% and 13.75% of total liabilities and shareholders' equity, respectively, and total non-current liabilities of THB 161.93 million and THB 267.69 million, or 14.60% and 22.83% of total liabilities and shareholders' equity, respectively.

Liabilities and Equity (Unit: Million Baht)	31 December 2025	31 December 2024
Current liabilities		
Trade and other current payables	83.76	98.01
Current portion of long-term loans from financial institutions	---	14.10
Current portion of lease liabilities	38.63	30.02
Current corporate income tax payable	10.04	8.05
Other current liabilities	7.42	11.04
Total current liabilities	139.85	161.22
Non-current liabilities		
Long-term deferred revenue	1.62	2.97
Loans from financial institutions (net)	---	113.46
Leases liabilities (net)	106.94	110.63
Employee benefit obligations	12.98	11.13
Other non-current liabilities	40.39	29.50
Total non-current liabilities	161.93	267.69
Total liabilities	402.62	428.91
Equity		
Issued and fully paid-up share capital and share premium	547.06	547.06
Retained earnings and gain from remeasurement of employee benefit obligations	260.43	196.64
Total equity	807.49	743.70
Total liabilities and equity	1,109.27	1,172.61

The Company's significant liabilities (ordering by repayment period) comprise trade and other payables, lease liabilities, and long-term loans from financial institutions. As of 31 December 2025, these significant liabilities accounted for 7.55% and 13.12% of total liabilities and shareholders' equity, respectively, or collectively 20.67% of total liabilities and shareholders' equity. Details analysis are as follows:

Trade and other payables

The Company has trade and other payables as of 31 December 2025 and 2024 of THB 83.76 million and THB 98.01 million, respectively, or 7.55% and 8.36% of total liabilities and shareholders' equity, respectively. As of 31 December 2025, trade and other payables decreased by THB 14.24 million or 14.54% compared to the end of 2024, mainly due to the payments of construction payables for J-Park Kanchasuk Parking Building and the Kanchanaphisek Medical Center Parking Building Project and the project costs of the CIPS business.

Lease liabilities

The Company has lease liabilities as of 31 December 2025 and 2024, amounting to THB 145.57 million and THB 140.65 million, or 13.12% and 11.99% of total liabilities and shareholders' equity, respectively. The Company has recorded lease liabilities in accordance with Thai Financial Reporting Standard No. 16 on Leases (TFRS 16). As of 31 December 2025, lease liabilities increased by THB 4.92 million, or 3.50%, compared to the end of 2024, due to the additional recognition of lease liabilities for new lease agreements, such as the lease agreement for the project of Nakhon Si Thammarat airport, etc., and net of a decrease in lease liabilities that were paid during the period.

Loans from financial institutions

The Company has long-term loans from financial institutions as of 31 December 2025 decreased by THB 127.56 million due to the fully repayment of a loan from a financial institution. The loan was acquired to fund the construction of a parking building project at Kanchanaphisek Medical Center.

Shareholders' Equity

The Company has shareholders' equity as of 31 December 2025 and 2024 amounting to THB 807.49 million and THB 743.70 million, respectively, or 72.79% and 63.42% of total liabilities and shareholders' equity, respectively, consisting of:

Issued and fully paid-up capital and share premium

The Company has issued and fully paid-up capital as of 31 December 2025 and 2024 of THB 200.00 million and a premium on ordinary shares of THB 347.06 million.

Retained earnings

The Company has retained earnings as of 31 December 2025 and 2024 of THB 256.77 million and THB 193.53 million, respectively. Retained earnings as of 31 December 2025 consisted of legal reserves of THB 20.00 million and unappropriated retained earnings of THB 236.77 million. Retained earnings increased from 31 December 2024 due to net profit generated for the year 2025, as previously explained in the analysis and explanation of operational performance, offset by the dividend paid of THB 20.00 million. Moreover, there is a gain from the remeasurement of employee benefit obligations of THB 3.66 million.

Analysis and explanation of cash flows

Cash flows (Unit: Million Baht)	2025	2024
Net cash generated from (used in) operating activities	102.45	223.08
<i>Operating profit before changes in working capital</i>	<i>178.62</i>	<i>184.22</i>
<i>Changes in working capital</i>	<i>54.99</i>	<i>51.69</i>
<i>Net cash paid for interest and income taxes</i>	<i>(21.23)</i>	<i>(12.83)</i>
Net cash from (used in) investing activities	(208.14)	(297.75)
Net cash from (used in) financing activities	(199.62)	40.25
Net increase (decrease) in cash and cash equivalents	(305.31)	(34.42)

For the year ended 31 December 2025, the Company had a net decrease in cash and cash equivalents of THB 305.31 million while still had cash amount of THB 98.70 million, as detailed below:

- Net cash provided by operating activities was THB 102.45 million, with operating profit before changes in working capital of THB 178.62 million. The significant cash received from operations included profit before income tax of THB 104.24 million, adjusted with non-cash items of THB 74.43 million. The substantial cash used in operations included an increase in accrued income for system installation of THB 33.69 million and Trade and other current receivables of THB 27.07 million, as per previously explained in the analysis and explanation of the financial position section, and cash paid for corporate income tax of THB 17.99 million.

- Net cash used in investing activities amounted to THB 208.14 million. The significant cash used in investing activities included cash paid for the construction of the J-Park Kanchanasuk Parking Building, the parking building project at Kanchanaphisek Medical Center, and equipment purchased totaling THB 197.53 million.

- Net cash used in financing activities amounted to THB 199.63 million. The Company fully paid outstanding loan from a financial institution of THB 128.83 million, payments of liabilities under lease contracts of THB 42.88 million and 2024 dividend payment of THB 20.00 million.

Significant financial ratio

Significant financial ratio	31 December 2025	31 December 2024
Current ratio (times)	1.42	2.74
Debt to Equity Ratio (times)	0.37	0.58
Interest coverage Ratio (times)	6.97	22.47
Debts Service Coverage Ratio (times)	3.09	4.57
Return on Equity (%)	10.73%	24.66%
Return on Assets (%)	7.29%	16.76%

Factors that may affect the Company's operations

Factors that may affect the Company's operations can occur throughout the business operations, both controllable and uncontrollable, as follows:

- During the acquisition of projects or service areas, delays in signing contracts to obtain the start of projects or provide services occur due to the involvement of many parties and agencies, which is difficult to control.

2. During the construction of projects, construction delays may occur if something does not go according to plan, such as heavy rain, materials not being produced in time, insufficient contractor labor, and various unpredictable impacts on the work site, etc.

3. During the service provision period, shortages of labor in the area, quality of service, minimum wages, physical conditions that need to be improved, changing needs of service users, or changing preferences for using the area, etc.

4. Other factors that may affect the Company's operations, such as natural disasters or epidemics that cause people to reduce their travel outside their premises, including city closures for better disaster control.

The Company is aware of these factors and has been regularly monitoring and managing both controllable and uncontrollable factors as appropriate to the situation to prevent or reduce the level of impact on the Company's operations as much as possible.

Sustainability Development

The Company emphasizes the Environment, Social and Governance (ESG) matters by studying and implementing the following:

- Signed a contract to install a solar power generation system on the roof of all the car parks in the parking lot where it is possible, such as on the J-Park Kanchanasuk parking building, etc.
- Increased the installation of EV chargers in all parking lots where it is possible. For example, in October 2025, the Company commenced the operation of an EV charging point at the J-Park Kanchanasuk parking facility.
- There is a study project and data collection to calculate how the management and administration of the Company's service system will help to reduce greenhouse gas emissions, i.e., the parking lot management system can help reduce traffic jams in front of the parking lot, reduce the need to drive around time looking for a parking space and being able to park faster.