12 November 2026

Subject: Management Discussion and Analysis for the Operating Results for the third quarter ended 30 September 2026

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 60 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 and owner of personal parking space experience.

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, compounded by the crisis in the Middle East, is impacting consumer spending, especially lower expenses related to travel and parking.

- **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.

- **Geopolitical Energy Risk**

  Uncertainties driven by international conflicts and political unrest could alter public commuting behaviors, potentially affecting company's business operations.

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 company has successfully completed the construction of the car park project at Golden Jubilee Medical Center, Siriraj Hospital, Salaya, featuring a capacity of approximately 1,000 parking slots and a commercial area

of 4,000 square meters. The investment value is approximately THB 600 million. The building is ready for operational in September 2026 . Currently, over 93% of the commercial area is occupied.

2. The company is currently in the construction phase of the car park project at Nakhon Si Thammarat Airport. to provide approximately 1,084 parking slots. The project is under a 10-year lease agreement with an estimated investment value of THB 39 million

3. The company has initiated parking management services for Siriraj Hospital, which features a capacity of over 3,000 parking slots in January 2026. The company commenced also operations at the Lan Khon Mueang parking project in February 2026, with a capacity of over 500 parking slots.

4. The company has executed a project for the procurement and installation of parking management systems, including various facilities, at the Park and Ride buildings and parking lots of the Mass Rapid Transit Authority of Thailand (MRTA). The project, valued at 116.80 million Baht (inclusive of VAT), which was successfully completed in April 2026.

(3) Summary of operating results

The Company has submitted its financial statements for the third quarter ended 30 September 2026, which have been reviewed by a certified public accountant, to the Stock Exchange of Thailand, in which the Company had a net profit of THB 22.03 million for the three-month ended 30 September 2026, a increase of THB 10.04 million YoY, or a decrease of 83.74% when compared to the same period of the previous year, which had a net profit of THB 11.99 million. The change in YoY operating results can be explained as follows:

Analysis and explanation of operating performance

Statement of Comprehensive Income	The 3nd quarter of 2026		The 3nd quarter of 2025	
	THB million	%	THB million	%
Revenue from services rendered	150.03	100.00%	124.82	100.00%
Costs of services rendered	(118.89)	79.24%	(93.95)	75.27%
Gross profit	**31.14**	**20.76%**	**30.87**	**24.73%**
Gain from subleasing	-	-	0.58	0.46%
Other incomes [1/]	21.81	14.54%	4.99	4.00%
Administration expenses	(23.25)	15.50%	(19.47)	15.60%
Profit before finance costs and tax	**29.70**	**19.80%**	**16.97**	**13.59%**
Finance costs	(2.11)	1.41%	(2.03)	1.63%
Profit before tax	**27.59**	**18.39%**	**14.94**	**11.97%**
Income tax	(5.56)	3.71%	(2.95)	2.36%
Net profit for the year	**22.03**	**14.68%**	**11.99**	**9.60%**

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

Revenue structure

Revenue categorized by service type	The 3nd quarter of 2026		The 3nd quarter of 2025	
	THB million	%	THB million	%
(1) Revenue from parking service (PS)	105.87	70.56%	94.96	76.08%
(2) Revenue from parking management service (PMS)	25.07	16.71%	22.72	18.20%
(3) Revenue from consultant and installation parking system service (CIPS)	12.45	8.30%	3.88	3.11%
(4) Revenue from other services [1/]	6.64	4.43%	3.26	2.61%
Total revenue from service rendered	**150.03**	**100.00%**	**124.82**	**100.00%**

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

For the three months ended 30 September 2026 and 2025, the Company had service revenue of THB 150.03 million and THB 124.82 million, respectively. Revenue Increased YoY by THB 25.21 million, or 20.20%. The details are as follows:

(1) The parking service business (PS) had an increase in revenue of THB 10.91 million, an increase of 11.49%, primarily driven by the commencement of operations at the Siriraj Hospital parking facilities and the Lan Khon Mueang parking project. And the car park project at Golden Jubilee Medical Center, Siriraj Hospital, Salaya.

(2) The parking lot management service (PMS) business had an increase in revenue of THB 2.35 million, an increase of 10.34%, from temporary parking management service contract.

(3) The consulting and installation business of the parking management system (CIPS) had an increase in revenue of THB 8.57 million, an increase of 220.83%, This growth is attributable to the revenue recognized progressively based on the percentage of completion method, in accordance with financial reporting standards. of the procurement and installation projects for the Mass Rapid Transit Authority of Thailand (MRTA). and for Siriraj Piyamaharajkarun Hospital.

(4) Other service revenue increased by THB 3.39 million or 103.96% mainly represents rental income for commercial space in the GJPARK carpark Building, which commenced its operation in August 2026.

Other incomes

For the three months period ended 30 September 2026, the Company's other income increase by THB 16.82 million, or 337.07%. YoY, compared with corresponding period in 2025. The increase was primarily attributable to THB 17.50 million in partialities for construction delay related to construction of JPARK Karnjanasuk carpark building project.

Cost of services and Gross profit

Costs of services rendered and Gross profit	The 3nd quarter of 2026		The 3nd quarter of 2025	
	THB million	%	THB million	%
Employee expenses	44.41	37.35%	36.99	39.37%
Depreciation and amortization	21.15	17.79%	19.42	20.67%
Parking service space rental expense	20.80	17.50%	23.14	24.63%
Parking systems design and installation costs	12.27	10.32%	1.69	1.80%
Other costs of services	20.26	17.04%	12.71	13.53%
Total costs of services rendered	**118.89**	**100.00%**	**93.95**	**100.00%**
% to revenues from services rendered		79.24%		75.27%
% of gross profit margin		20.76%		24.73%

Services costs include employee expenses, depreciation and amortization, parking space rental, parking lot management system installation, and other service costs. For the three months ended 30 September 2026, the Company had a cost of services of THB 118.89 million, with the cost of services increased YoY by THB 24.94 million or 26.55% from the same period of the previous year, mainly due to:

(1) The cost of installation and implementation of the parking management system increased by THB 10.58 million, which is in line with the increase in revenue from the CIPS business.

(2) Employee expenses increased by THB 7.42 million, primarily driven by a higher employee headcount, which is in line with the expansion of parking facilities operated by the Company compared to the same period of the previous year.

(3) Parking space rental expense decreased by THB 2.34 million, primarily due to the decrease in variable rental fees.

For the three months ended 30 September 2026, the Company had a gross profit of THB 31.14 million, representing a gross profit margin of 20.76%, which was lower than the gross profit in the same period of the previous year, which had a gross profit of THB 30.87 million, representing a gross profit margin of 24.73% due to an decrease in gross profit from the CIPS business, while the gross profit from from other business unit have no differences from the period, the impact of geopolitical conflicts resulted in higher equipment costs compared to the previous year. Resulting in a decrease in the gross profit margin compared with the same period of the previous year.

Administrative expenses

Administrative expenses	The 3nd quarter of 2026		The 3nd quarter of 2025	
	THB million	%	THB million	%
Employee expenses	14.30	61.51%	10.59	57.43%
Professional and consulting service fees	0.97	4.17%	1.02	5.53%
Depreciation and amortization	1.88	8.09%	2.12	11.51%
Other administrative expenses [1/]	6.10	26.24%	4.71	25.53%
Total administrative expenses	**23.25**	**100.00%**	**18.44**	**100.00%**
% to revenue from services rendered		15.50%		14.77%

Note: 1/ Other administrative expenses consist of expected credit losses, insurance and maintenance expenses, marketing expenses, and office space rental fees.

Administrative expenses include employee expenses, professional and consulting fees, depreciation and amortization expenses, and other administrative expenses. For the three months ended 30 September 2026, the Company had administrative expenses of THB 23.25 million, representing 15.50% of service revenue. Administrative expenses increased YoY by THB 4.81 million, representing an increase of 26.08% from the same period of the previous year, mainly due to:

(1) Employee expenses increased by THB 3.71 million, primarily driven by a higher employee headcount to support the expansion of Information Technology (IT)

(2) Other administrative expenses increased by THB 1.41 million, mainly due to marketing expenses to promote the commercial space following the opening to the GJPARK carpark building at Medical center, together with office rental expenses at Samyan Mitrtown.

Finance costs

For the three months ended 30 September 2026, the Company's financial costs were THB 2.11 million, accounting for 1.41% of service revenue. Financial costs decreased YoY by THB 0.08 million,The increase in financial costs resulted from the recognition of interest expenses on lease liabilities over the lease term, in accordance with Thai Financial Reporting Standard (TFRS 16) Leases.

Net profit and Net profit margin

For the three months ended 30 September 2026, the Company had a net profit of THB 22.03 million, accounting for a net profit margin of 14.68% of total revenue, which increased by THB 10.04 million or 83.77% highter than the net profit for the same period of the previous year driven by team expansion to accommodate business growth, In addition, during the year, the Company recorded other income from delay penalties related to the Kanjanasuk Building construction project, amounting of THB 17.5 million

(4) Summary of financial position

Analysis and explanation of financial position

Assets

The Company's total assets as of 30 September 2026 and 31 December 2025 were THB 1,316.38 million and THB 1,109.27 million, respectively. These were divided into total current assets of THB 282.99 million and THB 197.99 million, or 21.50% and 17.85% of total assets, respectively, and total non-current assets of THB 1,033.39 million and THB 911.28 million, or 78.50% and 82.15% of total assets, respectively.

Assets (Unit: Million Baht)	30 September 2026	31 December 2025
Current assets		
Cash and cash equivalents	195.24	98.70
Trade and other current receivables (net)	68.88	59.02
Current portion of receivable under finance lease (net)	5.64	1.81
Accrued income from system installation	5.87	33.70
Other current assets	277.81	4.76
Total current assets	**195.24**	**197.99**
Non-current assets		
Restricted deposits at financial institutions	66.05	49.85
Receivable under finance lease (net)	160.96	159.64
Investment in a subsidiary	10.00	-
Property and equipment (net)	92.67	329.95
Advance payment for fixed assets purchased	2.70	0.14
Intangible assets (net)	8.85	10.29
Right-of-use assets (net)	979.88	352.21
Other non-current assets	9.21	9.20
Total non-current assets	**1,330.32**	**911.29**
Total assets	**1,608.13**	**1,109.27**

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 30 September 2026, the primary assets items accounted for 12.14%, 4.28%, 10.14%, 0.35%, 5.76%, 0.55%, and 60.93% of total assets, respectively, or a total of 94.15% of total assets. Details are as follows:

Trade and other receivables

The Company had trade and other receivables as of 30 September 2026 and 31 December 2025 of THB 68.88 million and THB 59.02 million, respectively, or 4.28% and 5.32% 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 30 September 2026, trade and other receivables increased by THB 9.86

million, or 16.71%, compared to the end of 2025, 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 30 September 2026 and 31 December 2025 of THB 163.14 million and THB 161.45 million, respectively, or 10.14% and 14.55% of total assets, respectively. As of 30 September 2026, receivables under finance leases increased by THB 1.69 million, or 1.05%, compared to the end of 2025.

Investment in a subsidiary

On 19 August 2026, at the Board of Director's meeting no. 8/2026, the Board of Directors passed a resolution to established a new subsidiary, JPARK NEXT Company Limited, with a registered capital of THB 10.00 million, The Company hold a 100 % shareholding, The new company will operate in to provide sales, installation, maintenance, and repair services for control system equipment; software and application development services; sales and installation services.

Accrued income from system installation

The Company has accrued income from system installation as of 30 September 2026 and 31 December 2025 for THB 5.64 million and THB 33.70 million, respectively or 0.35% and 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 30 September 2026 and 31 December 2025 for THB 92.67 million and THB 329.95 million, respectively, accounting for 5.76% and 29.74% 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 30 September 2026, property and equipment decreased by THB 237.27 million, or 71.91%, compared to the end of 2025, mainly due to the transfer from construction in progress to the GJPARK carpark building to right of use account when it’s ready to use.

Advance payment for fixed assets purchased

The Company has advance payment for fixed assets purchased as of 30 September 2026 and 31 December 2025 in the amount of THB 2.70 million and THB 0.14 million, respectively, accounting for 0.17% and 0.01% of total assets, respectively. The advance payment is for buying parking equipment. As of 30 September 2026, Advance payment for fixed assets purchased decreased by THB 2.56 million, compared to the end of 2025.

Intangible assets

The Company has intangible assets-net as of 30 September 2026 and 31 December 2025, the amount of THB 8.85 million and THB 10.29 million, respectively, accounting for 0.55% and 0.93% of total assets, respectively. The intangible assets are mainly the parking management system. As of 30 September 2026, intangible assets decreased by THB 1.44 million, or 13.99%, compared to the end of 2025.

Right-of-use assets

The Company has right-of-use assets-net as of 30 September 2026 and 31 December 2025 of THB 979.88 million and THB 352.21 million, respectively, accounting for 60.93% and 31.75% 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 30 September 2026, right-of-use assets increased by THB 627.67 million, or 178.21%, compared to the end of 2025 arising from the recognition of right-of-use assets for the GJPARK building upon its readiness for operations.

Liabilities

The Company has total liabilities as of 30 September 2026 and 31 December 2025 of THB 771.12 million and THB 301.78 million, or 47.95% and 27.21% of total liabilities and shareholders' equity, respectively. This is divided into total current liabilities of THB 331.76 million and THB 139.85 million, or 20.63% and 12.61% of total liabilities and shareholders' equity, respectively, and total non-current liabilities of THB 439.36 million and THB 161.93 million, or 27.32% and 14.60% of total liabilities and shareholders' equity, respectively.

Liabilities and Equity (Unit: Million Baht)	30 September 2026	31 December 2025
Current liabilities		
Trade and other current payables	210.49	83.76
Current portion of long-term loans from a financial institution (net)	42.36	-
Current portion of lease liabilities	61.72	38.63
Current corporate income tax payable	6.55	10.04
Other current liabilities	10.64	7.42
Total current liabilities	**331.76**	**139.85**
Non-current liabilities		
Long-term deferred revenue	1.53	1.62
Long-term loans from a financial institution (net)	238.38	-
Leases liabilities (net)	130.31	106.94
Derivative liabilities	1.84	-
Employee benefit obligations	15.28	12.98
Other non-current liabilities	52.43	40.39
Total non-current liabilities	**439.36**	**161.93**
Total liabilities	**771.12**	**301.78**

Liabilities and Equity (Unit: Million Baht)	30 September 2026	31 December 2025
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	291.42	260.43
Other components of equity	(1.47)	-
Total equity	837.01	807.49
Total liabilities and equity	1,608.13	1,109.27

The Company's significant liabilities (ordering by repayment period) comprise trade and other payables, Long-term loans from a financial institutions, lease liabilities, and long-term loans from financial institutions. As of 30 September 2026, these significant liabilities accounted for 13.09% 17.46% and 11.94% of total liabilities and shareholders' equity, respectively, or collectively 42.49% of total liabilities and shareholders' equity. Details analysis are as follows:

Trade and other payables

The Company has trade and other payables as of 30 September 2026 and 31 December 2025 of THB 210.49 million and THB 83.76 million, respectively, or 13.09% and 7.55% of total liabilities and shareholders' equity, respectively. As of 30 September 2026, trade and other payables decreased by THB 126.73 million or 151.30% compared to the end of 2025, mainly due to account for accrued construction cost of THB 148.00 million for the GJPARK carpark building when it's read to use.

Long-term loans from a financial institution

The Company has Long-term loans from a financial institution (net) as of 30 September 2026 of THB 280.74 million, or 17.46% of total liabilities and shareholders' equity. As of 30 September 2026, Long-term loans from a financial institution increased by THB 280.74 million or 100% compared to the end of 2025. On April 2026, the Company entered into a loan agreement with a financial institution denominated in THB with a credit facility of THB 300.00 million. The loan due for repayment of principal and interest within 7 years after the first drawn-down date on monthly instalment, to be used as funding for the construction of the parking building project. In addition, the Company entered into an interest rate swap agreement converting the floating interest rate on the loan to a fixed interest rate. The Company drew down the loan amounting to THB 300.00 million. on 29 May 2026

Lease liabilities

The Company has lease liabilities as of 30 September 2026 and 31 December 2025, amounting to THB 192.03 million and THB 145.57 million, or 11.94% and 13.12% 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 30 September 2026, lease liabilities increased by THB 46.46 million, or 31.92%, compared to the end of 2025, due to the additional lease agreements acquired, such as the lease agreement for the project of Lan Khon Mueang parking, Khon Kaen Airport, and Don Mueang Railway Station Project, and the renewal of certain lease agreement expired.

Shareholders' Equity

The Company has shareholders' equity as of 30 September 2026 and 31 December 2025 amounting to THB 837.01 million and THB 807.49 million, respectively, or 52.05% and 72.79% 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 30 September 2026 and 31 December 2025 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 30 September 2026 and 31 December 2025 of THB 291.42 million and THB 260.43 million, respectively. Retained earnings as of 30 September 2026 consisted of legal reserves of THB 20.00 million unappropriated retained earnings of THB 271.42 million. Retained earnings increased from 31 December 2025 due to net profit generated for the period, as previously explained in the analysis and explanation of operational performance.

Analysis and explanation of cash flows

Cash flows (Unit: Million Baht)	The 1st quarter of 2026	The 1st quarter of 2025
Net cash generated from (used in) operating activities	157.90	65.89
Operating profit before changes in working capital	152.75	122.23
Changes in working capital	25.97	(36.81)
Net cash paid for interest and income taxes	(20.82)	(19.54)
Net cash from (used in) investing activities	(265.25)	(151.90)
Net cash from (used in) financing activities	203.89	(67.48)
Net increase (decrease) in cash and cash equivalents	**96.54**	**(153.49)**

For the nine months ended 30 September 2026, the Company had a net increase in cash and cash equivalents of THB 96.54 million. This resulted in an ending cash balance of THB 98.70 million, as detailed below:

- Net cash provided by operating activities was THB 157.90 million, with operating profit before changes in working capital of THB 152.76 million. The significant cash received from operations activities included profit before income tax of THB 87.26 million, adjusted with non-cash items of THB 0.92 million. The substantial cash from operations included an increase in Trade and other current receivables of THB 13.44 million decrease accrued income for system installation of THB 28.06 million, as per previously explained in the analysis and explanation of the financial position section, and cash paid for corporate income tax of THB 21.41 million.
- Net cash used in investing activities amounted to THB 265.25 million. The significant cash used in investing activities included cash paid for the construction of the parking building project at Kanchanaphisek Medical Center,

and equipment purchased totaling THB 246.78 million. Payments for restricted deposits at financial institutions THB 29.24 million. and proceeds from restricted deposits at financial institutions THB 13.03 million

- Net cash used in financing activities amounted to THB 203.89 million. The significant cash received from financing activities included proceeds from long-term loans from financial institutions THB 300.00 million. Dividends paid to the Company's shareholders THB 40.00 million, payments of liabilities under lease contracts of THB 27.58 million Repayments for long-term loans from financial institutions THB 17.86 million and Interest paid THB 9.28 million

Significant financial ratio

Significant financial ratio	30 September 2026	31 December 2025
Current ratio (times)	0.84	1.42
Dept to Equity Ratio (times)	0.92	0.37
Return on Equity (%)	12.39%/[1]	10.73%
Return on Assets (%)	7.18%/[1]	7.29%

Remark : /1 – Annualized Calculation for comparing to prior year Financial Ratio

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:

1. 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, epidemics, or energy crisis 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.