PROUD
REAL ESTATE

ALL IS WELL

SUSTAINABILITY REPORT 2025

PROUD REAL ESTATE PUBLIC COMPANY LIMITED

A LEADING PROPERTY DEVELOPER IN THAILAND AND A LISTED COMPANY ON THE STOCK EXCHANGE OF THAILAND (SET), WE ARE DEDICATED TO CRAFTING RESIDENTIAL PROJECTS INSPIRED BY THE CONCEPT OF "ALL IS WELL."

OUR VISION IS TO CREATE SUSTAINABLE WELL-BEING FOR OUR RESIDENTS, EMPLOYEES, PARTNERS, INVESTORS, SOCIETY, AND THE WORLD. FOR US, YOUR HAPPINESS IS OUR ULTIMATE PRIDE.

PROUD REAL ESTATE

CONTENT

Message from the Board of Directors

We are living in a world that is changing more rapidly than ever before, and sustainability has become not just a policy statement, but rather a guiding principle that shapes the Company's business direction and defines the purpose of its long-term operations. In 2025, Proud Real Estate Public Company Limited received a SET ESG Rating of "A" from the Stock Exchange of Thailand (SET). This first-ever ESG rating assessment of the Company reflects its operational standards and continuous development driven by its business philosophy of "ALL IS WELL for Sustainable Living." This living concept represents the Company's commitment to creating high-quality and sustainable living for residents and all lives, with the aim of enhancing well-being, quality of life, shared community value, and stakeholder engagement in a balanced way.

Under this framework, research and development have been established as the foundation for improving residential quality in all dimensions. Careful attention is given to details that positively impact daily life. This approach not only advances project development in accordance with the Proud Well-being Principles, but also aligns with international building standards such as Fitwel and LEED. Examples include research on the acoustic dimensions of sculptures used in common areas to create learning spaces that support children's cognitive, sensory, and imaginative growth. Furniture and built-in elements are exquisitely designed with reduced sharp edges to ensure that homes remain safe spaces for both the elderly and children. Green-labeled materials are also selected to promote energy efficiency, while landscapes are designed with a variety of plants that bloom throughout the year to support the physical and mental well-being of residents of all ages.

Built on this strong foundation, the Company has continued to grow steadily, driven by positive responses from its target customers who place great importance on quality of life in their living spaces. The Company has also gained recognition within the real estate industry. The "ROMM Convent" project received the Best Wellness Residence Development 2024 award. This recognition highlights the success of the Company's development under the ALL IS WELL concept in elevating residential standards and creating tangible living spaces thoughtfully designed to promote wellness and well-being.

In parallel, the Company has received certification from Thailand's Private Sector Collective Action Coalition Against Corruption (CAC). This certification reinforces its governance standards rooted in transparency, prudence, and ethics. The Company also remains committed to managing environmental, social, and governance (ESG) practices to strengthen value creation and build confidence among all stakeholders.

On behalf of the Company, we would like to extend our sincere appreciation to all executives and employees who have driven the organization forward with dedication and responsibility in every role, as well as to our customers, shareholders, and all stakeholders for their continued trust and support. Such confidence and collaboration are vital forces that enable the Company to move forward steadily and sustainably over the long term.

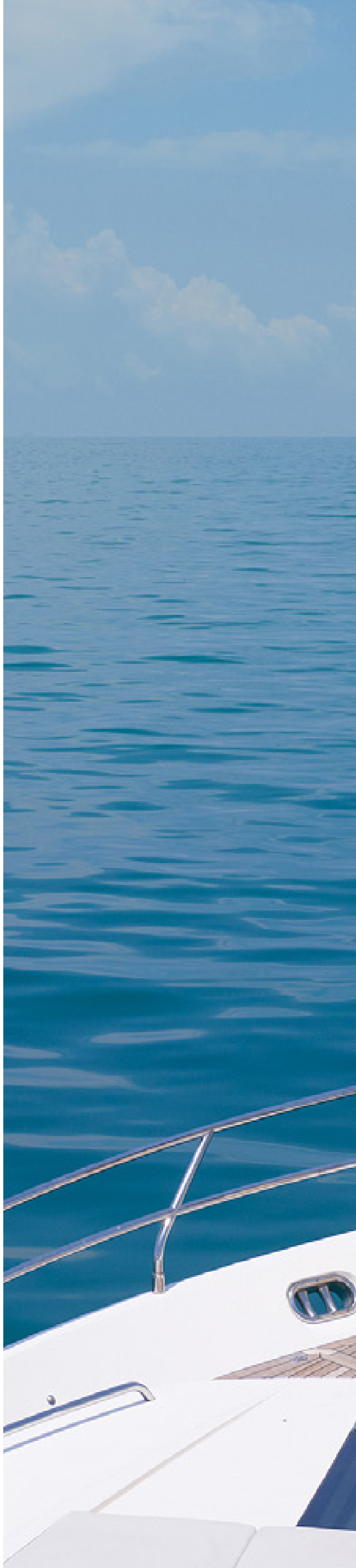
(Mr. Pumipat Sinacharoen)
Chief Executive Officer

(Mr. Anuwat Maytheewibulwut)
Chairman

About the Report

Proud Real Estate Public Company Limited ("the Company") publishes its Sustainability Report annually to communicate its sustainability performance related to the Company's real estate business operations. The report covers residential project development, resource management, environmental management, social value creation, and good corporate governance throughout the business value chain.

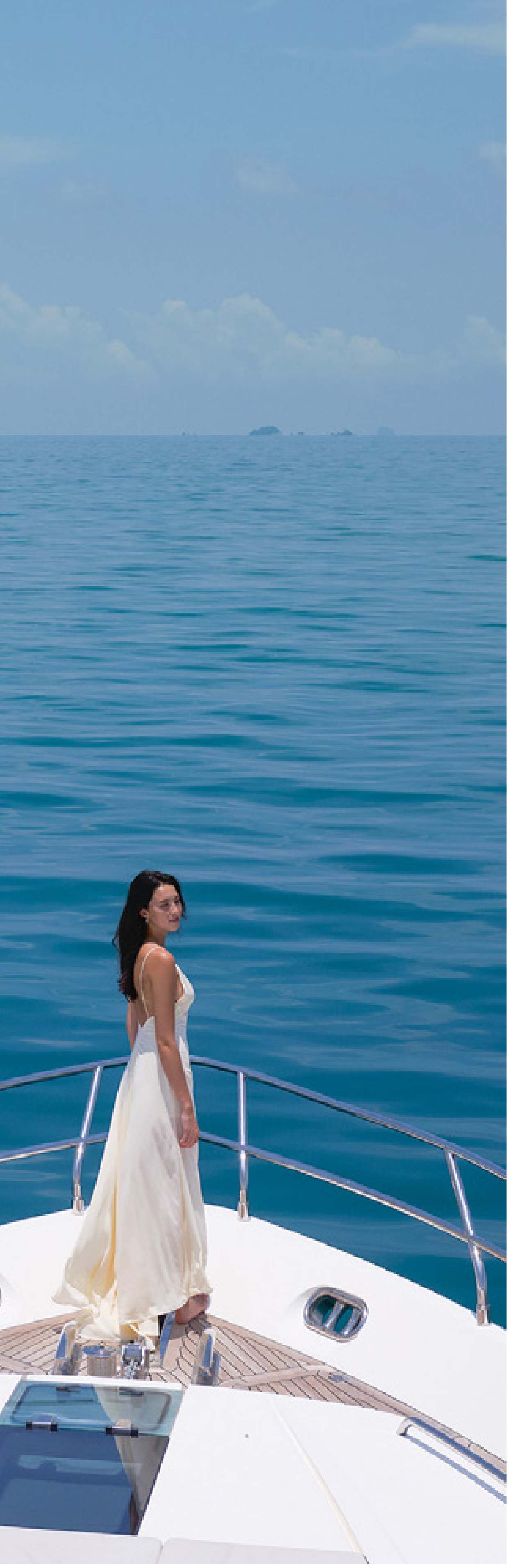
The information in relation to sustainability performance disclosed in this report falls under the responsibility of Proud Real Estate Public Company Limited. It has been reviewed by the Company's management to ensure that the information is relevant to the Company's business operations and appropriately reflects long-term value for all stakeholder groups.



Scope of Reporting

The environmental, social, and governance (ESG) information in this report covers the period from 1 January 2025 to 31 December 2025. The scope of reporting includes the operations of Proud Real Estate Public Company Limited and its subsidiaries in which the Company holds, directly or indirectly, more than 50% of total voting shares, or has authority over financial and operational policy decisions. The subsidiaries are as follows:

- Hua Hin Alpha 71 Co., Ltd.
- Hua Hin Sky Living Co., Ltd.
- Proud Horseshoe Co., Ltd.
- Convent Beta Co., Ltd.
- Prompt Solution Management Co., Ltd.
- The Estate 345 Co., Ltd.
- Khu Khot Station Alliance Co., Ltd.
- Phraram 9 Alliance Co., Ltd.
- Kamala Ascend Co., Ltd.



Report Assurance

This report was externally verified and received external assurance from the Management System Certification Institute (MASCI), an ISO certification body. The assurance covered the greenhouse gas emission indicators (Scopes 1 and 2) of Proud Real Estate Public Company Limited for the head office, sales offices, and project sites. The assurance aims to verify the accuracy of the disclosed information as assessed by auditors under the Carbon Footprint for Organization (CFO) standard.

ENVIRONMENT INFORMATION

The environmental information covers activities identified as having potentially significant environmental impacts from the Company's real estate business operations throughout the project life cycle, from project design and development through construction, building management, and common area maintenance.

Sources of environmental data include accounting records and supporting documents, operational data within projects, data from construction contractors and relevant service providers, as well as assessments and calculations based on appropriate principles and methodologies. The report presents quantitative information on energy consumption, water usage, waste generation, and greenhouse gas emissions.

SOCIAL INFORMATION

The social information reflects the Company's commitment to conducting its real estate business responsibly toward stakeholders. The Company places importance on employee welfare, customer and resident care, workplace and residential safety, and relationships with communities surrounding project areas. Emphasis is also given to the protection of employee rights and welfare, improvement of the quality of life and satisfaction of customers and residents, systematic occupational health and safety management, and fostering positive relationships with surrounding communities to support stable and sustainable long-term business growth.

CORPORATE GOVERNANCE INFORMATION

On corporate governance, the Company conducts an annual review, analysis, and assessment of material sustainability topics based on the Double Materiality principle. The following issues are taken into consideration:

(1) The impacts of sustainability issues on the Company's business operations (Inside-out)
(2) The potential positive and negative impacts on stakeholders (Outside-in)

Report Accessibility

This report is available exclusively in digital format on the Company's website:

https://www.proudrealestate.co.th/

FOR FURTHER INFORMATION OR INQUIRIES ABOUT THIS REPORT, PLEASE CONTACT:

Company Secretary and Legal Department
Proud Real Estate Public Company Limited

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10330

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Company Overview

BUSINESS OPERATION AND PERFORMANCE

Optimizing operations
to achieve sustainable performance.

About Proud

ALL
IS
WELL

A truly good life means a fulfilled life.
A fulfilled life springs from a balanced life.
A balanced life is the essence of sustainable happiness.
At Proud Real Estate, “sustainable happiness” guides every decision.
That’s because everyone’s happiness is our greatest pride.

Company Overview

Vision

"ENVISION WELL-BEING FOR ALL"

To be a leading company in real estate development in Thailand under the "ALL IS WELL" philosophy. The Company is committed to creating sustainable well-being for its residents and all living beings, as well as fostering unity among communities, society, and the environment. The aim is to create lasting sustainability for the world and redefine the meaning of home by thinking beyond living, because we are committed to creating a better and more sustainable life.

Mission

"CULTIVATE WELL-BEING, EMPOWER A SUSTAINABLE FUTURE"

To conduct real estate business with a deep understanding of customer needs at its core and continuously develop innovative living solutions that promote well-being and well-living experiences. The Company adheres to good corporate governance and creates balanced value for all stakeholders, including residents, employees, business partners, suppliers, shareholders, society, and the environment.

Corporate Values

In developing and delivering high-quality homes and residential projects, the Company recognizes that success depends on the understanding, commitment, and collaboration of its employees. To ensure that all employees share common goals and achieve results in line with the Company's objectives, the Company is guided by three core values:

1. SENSE OF HOSPITALITY

Thoughtful and Caring Service

Providing warm and attentive service that goes beyond accessibility. At PROUD, we do not merely serve. We genuinely understand and care.

2. VALUE OF HOME BEING

The True Value of Home

Delivering the true value of a home to create genuine happiness, well-being, and a meaningful living experience.

3. HARMONIOUS LIVING

Preserving Heritage with Distinctive Harmony

Developing, preserving, and carrying forward the unique heritage of each locality in a way that is both harmonious and distinctive, with the aim of creating lasting value and sustainability for future generations.

Business Structure

Investment Structure of the Company Group

Proud Real Estate Public Company Limited		
No.	Company Name	Shareholding (%)
1	Hua Hin Alpha 71 Co., Ltd.	99.99%
2	Hua Hin Sky Living Co., Ltd	99.99%
3	Convent Beta Co., Ltd.	99.97%
4	Proud Horseshoe Co., Ltd.	99.99%
5	The Estate 345 Co., Ltd.	99.97%
6	Kamala Ascend Co., Ltd.	99.97%
7	Prompt Solution Management Co., Ltd.	99.94%
8	Khu Khot Station Alliance Co., Ltd.	99.99%
9	Phraram 9 Alliance Co., Ltd.	99.99%

Revenue Structure

Revenue by Business Segment						
Description	**2025**		**2024**		**2023**	
	THB Million	**%**	**THB Million**	**%**	**THB Million**	**%**
Revenue from Real Estate Sales	6,367.17	99.34	2,221.25	97.76	1,508.17	98.17
Finance Income	2.75	0.04	4.27	0.19	2.34	0.15
Other Income	39.63	0.62	46.57	2.05	25.81	1.68
Total Revenue	**6,409.55**	**100.00**	**2,272.09**	**100.00**	**1,536.32**	**100.00**

Product and Service Characteristics

InterContinental Residences Hua Hin

A luxury residential project managed by IHG, a world-renowned hotel operator, and the first of its kind in Thailand. The project is situated on a beachfront site of 7 rai, 2 ngan, and 48.8 square wah on Phetkasem Road near Hua Hin Soi 71, opposite Market Village Shopping Center. The development comprises one 7-storey low-rise condominium building and eight 4-storey low-rise condominium buildings, totaling 238 residential units.

The Company develops the project under the InterContinental brand as "Inter-Continental Residences Hua Hin" to deliver a premium residential experience for high-end customers through comprehensive hotel-standard facilities and services under the internationally recognized standards of InterContinental. The project is the first residential development in Thailand under the InterContinental Hotels & Resorts brand, one of the world's most prestigious luxury hospitality brands. It was developed under the "More Than Just Living" concept, which emphasizes exceptional living experiences, personalized services, and a high level of privacy. The project's design combines contemporary elements with the distinctive character of colonial-style architecture. The building layout is carefully planned to maximize sea views, while selected units also feature private swimming pools and other exclusive amenities.

Key Highlights of InterContinental Residences Hua Hin

1. The project is the first and only luxury residential project under the Inter Continental brand in Thailand. Located on one of the most sought-after beachfront sites in Hua Hin, it occupies the last remaining beachfront site in the town centre and benefits from its exceptional location.
2. Through its partnership with InterContinental Hotel Group (IHG), the project provides a range of hotel-standard services and facilities, including a concierge desk, luggage storage with porter assistance, golf-cart shuttle services within the development, and a Beach Pavilion for events with catering services provided by the hotel.
3. Spacious residences and common areas are designed to support family engagement through activities and facilities, including a chess garden, labyrinth, and other recreational spaces.
4. Approximately four rai of the project are dedicated to green spaces and common areas. Around 70% of this area, or approximately 7,000 square meters, is allocated to landscaped gardens and a private beachfront. Facilities include seven swimming pools for children, families, seniors, and fitness enthusiasts, as well as a beachfront pool, a fitness centre (Hidden Gym), and other amenities.
5. Residents enjoy exclusive privileges at more than 5,900 IHG properties worldwide, membership benefits under the Proud Privileges programme, and access to the 111 Social Club, a colonial-style beachfront café located adjacent to the project.
6. Standard units feature frontages of approximately six meters with full-height glass doors, allowing approximately 80% of the project's residences to offer sea views. For the penthouse units, the sea-facing frontage extends to approximately nine meters, providing a 270-degree panoramic view of the ocean.
7. International-standard services under InterContinental standards are provided 24 hours a day, 7 days a week. Residents of the project receive international hotel-standard services, including butler services, concierge services, in-room delivery of specially prepared meals, private chef services for social gatherings, housekeeping services, linen and laundry services, residence maintenance services, complimentary Wi-Fi in common areas, as well as shuttle services to key destinations near the project.
8. The development comprises nine buildings. All 9 buildings are arranged into 7 clusters to accommodate different lifestyle preferences. The project includes 1 seven-story building and 8 four-story buildings, and every unit is fully furnished according to InterContinental standards.
9. Each unit features a balcony of approximately 10 square meters with a day bed. The balcony offers a comfortable space for residents to enjoy the surrounding sea views.

VEHHA Hua Hin

VEHHA Hua Hin is located in the heart of Hua Hin, with many popular destinations accessible within 10 minutes. The project is surrounded by tourist attractions, lifestyle destinations, and a wide range of amenities. It is located near Blúport Hua Hin Resort Mall, Cicada Market, and Tamarind Market. The project also benefits from convenient transportation links and future infrastructure developments that are expected to enhance connectivity and accessibility. These advantages support a wide range of lifestyles and residential needs.

The project is developed under the "Happiness Happens" concept and features dedicated Family Zone, Relax Zone, and Retreat Zone areas. Approximately 2,647 square meters of common facilities are distributed across more than 10 floors to accommodate a variety of lifestyles. The project follows the "More Than Just Living" philosophy, which combines relaxation with resort-style living and hospitality services provided by Holiday Inn Vana Nava Hua Hin, an IHG hotel. VEHHA Hua Hin is also the first residential project in Thailand to offer residents five years of complimentary access to Vana Nava Water Jungle.

VEHHA Hua Hin is positioned as a "New Lifestyle Seaview Residence" and follows the "ALL IS WELL" philosophy. The project features dedicated Family Zone, Relax Zone, and Retreat Zone areas, with approximately 2,647 square meters of common facilities distributed across more than 10 floors to support a wide range of lifestyles and residential needs. Residents enjoy resort-style living together with hospitality services provided by Holiday Inn Vana Nava Hua Hin, an IHG hotel. VEHHA Hua Hin is also the first residential project in Thailand to offer residents five years of complimentary access to Vana Nava Water Jungle.

The development comprises 364 residential units and offers seven room types, including 1 Bedroom, 1 Bedroom Plus, 1 Bedroom Plus Corner, 2 Bedroom, 2 Bedroom Jacuzzi, Penthouse, and Penthouse Duplex units. Unit sizes range from 28 to 349 square meters. Each residence is designed to maximize sea views while maintaining privacy. High-quality materials and specifications are incorporated throughout the project to support both holiday living and long-term residence.

VI Ari

VI Ari is a modern-style detached house project located in Soi Ari 3. The project features distinctive architectural elements, including long roof overhangs with gentle roof slopes, slim roof structures, horizontal and vertical sun-shading panels that are integrated into the building design, and well-proportioned windows that complement the scale of the residences. Large green spaces are incorporated into the living areas on each floor to create a pleasant living environment.

ROMM
CONVENT

ROMM Convent

ROMM Convent is a luxury wellness residence project designed to promote well-being and support a harmonious relationship between urban living and nature. The project offers a residential experience that brings a sense of tranquility in the heart of the city and aims to enhance quality of life through a pleasant living environment and long-term sustainability.

The project is located in Soi Convent, opposite BNH Hospital, approximately 500 metres from BTS Sala Daeng and within easy reach of Lumpini Park. Located in Bangkok's central business district, the project is surrounded by major employment centres, lifestyle destinations, and key landmarks. It also benefits from nearby large-scale developments, including One Bangkok and Dusit Central Park.

ROMM Convent is a 32-storey high-rise condominium comprising 175 residential units on a total land area of 1 rai, 2 ngan, and 40.7 square wah. The project offers a variety of unit types with spacious living areas and no more than eight units on each floor, providing residents with a high level of privacy.

Additional Project Highlights

1) Live Architecture: The "Live Architecture" concept connects residents with nature through extensive green spaces throughout the project. A tree-lined green tunnel extending along Soi Convent links the development to Lumpini Park and provides residents with access to a natural environment in the heart of the city. The project is designed to maximize natural ventilation and air circulation, while full-height windows allow natural light and open views. Spacious layouts and generous living areas create a comfortable residential environment and a strong sense of home.

2. Wellness Solution: Family health concerns are eased through holistic healthcare services provided by A-list specialists, with 24-hour access to healthcare support at residences, project common areas, BNH Hospital, and affiliated hospitals, together with the BeeDee by BDMS application and exclusive privileges and discounts from participating service providers. Proud Health Butler, a project assistant that goes beyond a conventional concierge service, provides health consultations, basic emergency assistance, and rapid access to healthcare specialists. Residents are also invited to become BNH VVIP or Loyal Heritage Members, with special care and discounts of up to 20%.

3. Life - A Space for Complete Living: Nearly 2,000 square meters of common facilities with more than 15 amenities for only 175 residential units, including a Music Room, FitLab Café, Sky Lounge, Family Onsen, and a 25-meter swimming pool with a hydrotherapy pool. Facilities on Levels 1 and 2 include the Sensory Garden, FitLab Café and Co-working Space, Wellness Lounge, and Teens Club (Music and Study Room).

   The Sky Retreat comprises a three-storey sky villa and rooftop facilities, including a swimming pool, kids' pool, jacuzzi, gym, wellness studio, meditation pod, onsen and treatment room, sky lounge, sensory playground, rooftop garden, and BBQ yard. These facilities are complemented by wellness technologies and equipment, including Hydrotherapy, Aqua Symphony, Pilates Reformer, and Technogym.

NUE CROSS KHU KHOT STATION

Nue Cross KhuKhot Station is a low-rise condominium development comprising six residential buildings. Towers A and B are seven-storey buildings, while Towers C, D, E, and F are eight-storey buildings. The project offers facilities across four zones, including the Interactive Fitness Space, an exercise area located adjacent to the swimming pool, and the Cool Social Zone, a social area with a variety of activities. Residents can enjoy glamping at the Glamping Yard or a pool party and movie screenings at the Floating Cinema. The project is located adjacent to a community mall and BTS Khu Khot Station.

NUE DISTRICT R9

Nue District R9 is a high-rise condominium project comprising two residential towers. Tower R is 33 storeys in height, while Tower 9 is 41 storeys in height. The project offers fully furnished units and more than eight facility zones, including a spacious lobby, Sky Fitness for cardio exercise, weight training, and boxing, as well as the Indigo and Ivory Lounge, a panoramic rooftop lounge. Additional facilities include a swimming pool and rooftop gardens with city views. The project is located approximately 180 meters from Central Rama 9 and MRT Phra Ram 9 Station.

VARUNN Chaengwattana-Ratchapruek

VARUNN is a single-detached housing project with more than 10 rai of green common areas. The project emphasizes living in close connection with nature and is developed on a total land area of 79 rai, 1 ngan, and 82 square wah. The development comprises 163 residential units and offers three house types with usable areas ranging from 352 to 520 square meters. Land plots start from 82.5 square wah. The project also offers common facilities to support residents' activities, including a tennis court, public park, seasonal gardens, and other facilities.

INTERCONTINENTAL
PHUKET RESORT
THE RESIDENCES

The Residences at InterContinental Phuket Resort

The Residences at InterContinental Phuket Resort is a luxury residential project under the globally recognized InterContinental brand. Designed to support long-term residence, the project brings international hospitality standards to residential living and offers tranquility, privacy, and an elevated quality of life.

The project is located in the peaceful surroundings of Kamala Beach, Phuket, adjacent to InterContinental Phuket Resort. Residents can conveniently access the hotel's facilities and services, including restaurants, spa facilities, swimming pools, and the Kid's Club, and a range of hotel services, together with exclusive privileges for homeowners.

The design concept is inspired by the Traibhumikatha philosophy and Phuket's Peranakan cultural heritage and forms the basis of the "Far East Paradise" concept. The project reflects local identity through contemporary architecture and interior design and offers a distinctive and meaningful residential environment.

The project comprises two residential buildings (Buildings A and B), each seven storeys in height, and a building for underground parking and common facilities (Building C). The project consists of 111 units, ranging from one- to five-bedroom units with usable areas from 59 to 425 square meters. All units are offered fully furnished and feature open balconies and spacious semi-outdoor areas. The project is designed with consideration for well-being and sustainability and is suitable for long-term living, retirement planning, holiday residences, and long-term asset ownership.



INTERCONTINENTAL
RESIDENCES HUA HIN

Location
Petchkasem Road
Tumbon Hua Hin,
Hua Hin District,
Prachuap Khiri Khan

VEHHA
HUA HIN

Location
Petchkasem Road
Tumbon Nong Kae,
Hua Hin District,
Prachuap Khiri Khan

ROMM
CONVENT

Location
Convent Road
Silom, Bangrak,
Bangkok

VI
ARI

Location
Ari 3 Alley, Paholyotin Road
Samsen Nai, Phaya Thai,
Bangkok

NUE CROSS
KHU KHOT STATION

Location
Lam Luk Ka Road
Tambon Lam Luk Ka,
Lam Luk Ka District,
Pathum Thani

NUE DISTRICT R9
PHRA RAM 9

Location
Rama 9 Road
Huai Khwang, Huai Khwang,
Bangkok

VARUNN
CHAENGWATTANA - RATCHAPRUEK

Location
National Highway No. 345 (Nonthaburi–Bang Bua Thong Bridge Road), Bang Tanai Subdistrict, Pak Kret District, Nonthaburi Province

NAPA
HUA HIN

Location
Situated on National Highway No. 4 (Phetkasem Road), Nong Kae Subdistrict, Hua Hin District, Prachuap Khiri Khan Province

INTERCONTINENTAL.
PHUKET RESORT
THE RESIDENCES

Location
Kamala Beach, Kamala Subdistrict, Kathu District, Phuket Province

ALL
IS
WELL

A truly good life means a fulfilled life.
A fulfilled life springs from a balanced life.
A balanced life is the essence of sustainable happiness.
At Proud Real Estate, "sustainable happiness" guides every decision.
That's because everyone's happiness is our greatest pride.

Real Estate Services Business

Prompt Solution Management Co., Ltd.

Prompt Solution Management Co., Ltd. provides comprehensive real estate services covering a wide range of operations. The Company works closely with leading business partners to elevate service standards to an international level, including collaboration with IHG Hotels & Resorts, with more than 5,600 hotels and resorts worldwide. Prompt has adopted these high standards in managing projects such as the InterContinental Residences Hua Hin.

Main Service Areas

1. Financial Management Services

- Budget allocation and financial planning
- Collection and payment of utilities, common area fees, and other expenses
- Financial reporting

2. Maintenance Services

- Cleaning and maintenance of common areas
- Maintenance and repair of facilities

3. Security Management Services

- Management of security systems within the project

4. Legal Management Services

- Oversight of residential regulations to promote residents' well-being
- Preparation of contracts and legal proceedings, when required

5. Additional Services

- Resident relations and community activities
- Handling tenant complaints and other issues
- Property cleaning and maintenance services
- Laundry services

Intellectual Property

Proud Real Estate Public Company Limited places great importance on intellectual property management as a key mechanism for creating long-term value and as a foundation for sustainable competitiveness. This approach aligns with the "ALL IS WELL" concept of sustainable well-being, which encompasses unique design, innovation, services, and residential experiences.

1. Protection of Brand Concepts and Identity

The Company systematically protects intellectual property related to its brand, development concepts, and corporate identity. Such intellectual property includes:

- The "ALL IS WELL" brand philosophy
- Project development concepts and the Proud Well-being Principles
- Trademarks, project names, and brand communication elements
- These efforts help maintain the distinctiveness of the brand, strengthen customer confidence, and prevent infringement of intellectual property rights.

2. Design and Service Innovation Development

The Company is committed to creating innovation through Research and Development (R&D) in collaboration with architects, designers, and specialists from various fields in Thailand and overseas. The knowledge generated through this step is regarded as valuable intellectual property and is continuously applied in project development. Such innovations include:

- Design concepts for well-being and sustainability
- Space planning and facility design concepts
- Service and customer care development throughout the residential lifecycle

3. Knowledge Management and Internal Development

The Company places importance on the collection, transfer, and development of knowledge generated through its operations in order to systematically build intellectual property within the organization. This is achieved through the development of work processes, design standards, and best practices.

This approach enables the Company to maintain consistent project development quality in accordance with established standards and supports business expansion and project development in new strategic locations.

4. Governance and Ethics for the Use of Intellectual Property

The Company recognizes the importance of the proper and ethical use of intellectual property and respects the intellectual property rights of its suppliers, business partners, and all stakeholder groups. Guidelines and practices have been established for the appropriate and transparent use of designs, data, and knowledge.

Intellectual property governance forms part of the Company's good corporate governance. It also helps reduce legal risks and supports the Company's long-term growth.

5. Intellectual Property and Sustainable Value Creation

The Company views intellectual property not only as a tool for protecting its work, but also as an important factor in creating economic, social, and environmental value. This is achieved through the development of distinctive projects that are aligned with the local context and support the quality of life of people of all ages.

Corporate Strategy

In 2025, the Company remained committed to operating its business under the “ALL IS WELL” philosophy of sustainable well-being. The Company also continued to advance the “More Than Just Living” concept and further strengthen its clarity across all dimensions of product quality, services, and living experiences through distinctive values that emphasize well-being and sustainability.

The Company has established “ALL IS WELL” as its Brand Philosophy, serving as a key guiding principle for its operations while enhancing organizational structures and work processes through the following elements:

PROUD WELL-BEING PRINCIPLES

The foundational principles guiding PROUD’s operations and residential development.

1. WELL-CRAFTED DESIGN

Design principles and processes for all stages of life, with consideration for health and safety through the management of air quality, temperature, water quality, lighting, acoustics, and the selection of materials and plantings.

2. WELL-LIVING AMENITIES

Common areas designed to support physical and mental well-being on a daily basis through spaces and facilities that accommodate a variety of activities for residents of all ages.

3. WELL-CURATED SERVICES

Carefully selected services and privileges designed to support residents and their homes, including the Health Butler service, which provides assistance when emergency support is required.

4. WELL COMMUNITY

A positive community fostered through a variety of activities that promote health and a good quality of life while strengthening connections among families, neighbours, and surrounding communities.

5. WELL SUSTAINABILITY

An environmentally friendly lifestyle promoted through project design and everyday activities that encourage participation and support a sustainable lifestyle.

Behind these concepts is the collaboration of designers and specialists from various fields. Research and development are carried out with reference to both international best practices and Thai wisdom and are incorporated into the PROUD PRINCIPLES approach.

WORLD-CLASS STANDARD DEVELOPMENT

Under the World-class Standard Development approach, the development of housing and condominium projects places importance on resident well-being, energy efficiency, efficient resource utilization, and environmental responsibility. Currently, Fitwel standards have been applied to all condominium projects, while LEED standards have begun to be implemented for a new single-detached housing project in the Chaeng Watthana–Ratchaphruek area.

GROWTH ACCELERATION

- Revenue continuity and accelerated growth in 2026
- Land acquisition in locations with further development potential, including Sathorn, Silom, lower Sukhumvit, and Phuket
- Development of new residential concepts for the growing senior population through Senior Living Projects
- Continued expansion of low-rise residential developments in Phuket
- Sustainable growth through ESG -driven organizational development, carbon sustainability, and community development

CORPORATE & SUSTAINABILITY STRATEGY 2026

In 2026, Proud Real Estate Public Company Limited continues to advance its business development from the previous year under the "ALL IS WELL – Sustainable Well-being" Brand Philosophy, which is the foundation for the Company's strategic direction. At the same time, the Company continues to refine its strategies in response to economic conditions, developments in the real estate market, and changing demographic trends.

The Company focuses on expanding its customer base across multiple generations and enhancing its products and services to meet the lifestyle needs of people at every stage of life, from young professionals and families to senior residents, under a holistic well-being approach that encompasses physical, mental, social, and environmental dimensions.

Business Value Chain

Key Activities

1

Resource Management

Land Acquisition for Project Development:

- Identify areas for study and analyse the feasibility of project development, covering product definition, legal requirements, land title verification, supply and demand analysis by price segment, project feasibility assessment, and operational planning.
- Define target customer groups and conduct competitor analysis.
- Assess project development feasibility based on location, pricing, and product type (low-rise and high-rise developments).
- Analyse risks and key legal and regulatory considerations.
- Source land with consideration for social and environmental impacts.

Stakeholders:
Shareholders and investors, employees, business competitors, creditors, and regulatory agencies.

2

Project Design and Development Preparation

Project Design and Development Preparation:

- Select architects, structural engineers, MEP consultants, and other specialists appropriate for each project, such as acoustic consultants, based on project requirements and site conditions.
- Develop project concepts and design plans for different purposes in accordance with the PROUD Principles, including room sizes, functionality, wind direction, and views Project designs are developed based on target customer groups and site conditions. The land's environment, materials compared to competitors, legal requirements, project facilities, environmentally friendly design, and customer needs are also taken into account.
- Select materials for use in the project. The Quality Control Department evaluates overall project costs within the budget provided by the Business Development Department and assesses material quality in comparison with competitors.
- Obtain approvals from relevant authorities, including Environmental Impact Assessment (EIA) approval, community consultation, and construction permits.
- Calculate common area fees.
- Prepare models, perspective renderings, and sales materials in coordination with the Marketing Department.
- Prepare contract appendices for sales transactions in collaboration with the Sales and Legal Departments.

Stakeholders:
Employees, suppliers and contractors, communities, business competitors, creditors, regulatory agencies, and business partners.

3

Marketing and Sales

Sales Planning and Marketing Activities :

- Conduct market research covering customers and competitors, both before and throughout the process.
- Develop sales plans and marketing activities based on the 7Ps Marketing Mix.
- Refine products in response to market demand.
- Design and construct sales offices, show homes, and sample units, with flexibility to adjust designs in response to customer requirements during the sales period.
- Set sales targets (with adjustments to products and services in response to market demand).
- Select sales tools and marketing communication channels.
- Set appropriate pricing.
- Train the sales team.
- Continuously link market data and customer insights to product design and development plans.
- Develop marketing plans for existing and prospective customers (visitors, customers, and residents) to encourage repeat purchases and customer satisfaction (level of engagement).

Stakeholders:
Shareholders and investors, employees, customers and residents, suppliers and contractors, communities, business competitors, creditors, regulatory agencies, business partners, and the media.

4

Operations

Project Construction:

- Plan and manage construction activities in alignment with business plans, sales targets, and property transfer schedules.
- Select, manage, and encourage contractors and construction supervision consultants to propose materials, technologies, and construction methods that improve efficiency, control costs, and optimize project timelines.
- Construct common infrastructure, houses, and condominium buildings in accordance with approved designs and established standards.
- Monitor, inspect, and assure construction quality, and continuously track project progress and costs.
- Manage environmental, safety, and occupational health aspects throughout the construction process.

Stakeholders:
Shareholders and investors, employees, customers and residents, suppliers and contractors, communities, creditors, regulatory agencies, and the media.

5

Outbound Logistics

House/Unit Handover to Customers

- Facilitate customers' loan applications with banks and prepare documents related to the transfer of ownership.
- Conduct house/unit handover inspections and carry out rectification works to meet customer expectations.
- Provide transfer of ownership services, including a power-of-attorney service for handling ownership transfers at the Land Office on behalf of customers without requiring them to be present.

Stakeholders:
Shareholders and investors, employees, customers and residents, suppliers and contractors, creditors, regulatory agencies, business partners, and the media.

6

After-Sales Service

Post-transfer Services

- Provide warranty coverage for houses and condominium units, facilitate repair requests, and deliver after-sales support services.
- Manage residential living services, including well-being programmes and resident privileges. These services are planned from the residential design stage and transferred to subsidiary companies responsible for project management.
- Manage customer relationships through residential activities, health and well-being services, and repeat purchases in order to enhance resident benefits.
- Manage juristic person operations prior to the establishment of the juristic person committee.
- Establish juristic persons for residential building management (after the transfer of ownership), as required by law.
- Manage juristic person operations, including maintenance, cleaning, and security services.
- Manage household waste by providing facilities for waste segregation and composting. Such facilities are planned from the residential design stage. After-sales services also include the use of compost for landscape maintenance.

Stakeholders:
Employees, customers and residents, suppliers and contractors, communities, regulatory agencies, business partners, and the media.

Supporting Activities

1

Procurement

- Procure contractors and suppliers based on quality, standards, and cost-effectiveness, while considering environmental, social, human rights, and business ethics impacts.
- Conduct supplier selection and bidding processes through transparent, fair, and verifiable procedures.
- Establish work plans and coordinate with suppliers and contractors to ensure that construction activities meet quality, safety, and schedule requirements. This helps reduce cost risks, delays, and impacts on surrounding communities.
- Assess suppliers both before and after selection by considering quality performance, delivery performance, and compliance with the Company's requirements.
- Promote supplier and contractor capability development, the exchange of best practices, and communication on sustainability.
- Procure goods and services to support central functions, with consideration given to cost-effectiveness, efficient resource utilization, and appropriate cost control.
- Apply sustainable procurement practices by prioritising the selection of materials and services that help reduce environmental impacts.

Stakeholders:
Employees, customers and residents, suppliers and contractors, and business competitors.

2

Technology Development

- Develop quality inspection systems, including defect inspection applications, repair request applications for residents in each project, and project-resident communication applications.
- Prepare information technology systems, including operating systems and equipment, to ensure readiness for employees and project operations.
- Develop innovations in collaboration with business partners to deliver quality products to stakeholders.
- Develop secure and reliable information systems that enable the smooth operation of core business activities through data backup systems and enhanced data retrieval capabilities for decision-making.

Stakeholders:
Employees, customers and residents, suppliers and contractors, regulatory agencies, and business partners.

3

Human Resource Management

The Company manages human resources under the "ALL IS WELL" philosophy of sustainable well-being. Organizational sustainability is founded on employees' quality of life across all dimensions. Accordingly, the Company focuses on creating a work system and environment that support work-life balance, growth, and employee engagement. Human resource management covers eight dimensions of well-being as follows:

- **Occupational Well-Being**

  Plan workforce requirements in alignment with the Company's strategy and growth direction, while improving work processes and clearly defining job responsibilities to support effective collaboration and business growth.

- **Intellectual Well-Being**

  Promote continuous learning and employee development through training, skill-building, knowledge enhancement, and creativity to strengthen employee capabilities and support long-term business transformation.

- **Emotional Well-Being**

  Foster positive workplace relationships, promote an open and respectful organizational culture, and support employees in managing emotions, stress, and work-life balance.

- **Physical Well-Being**

  A safe, healthy, and supportive working environment is provided. Benefits and activities are also designed to promote employees' physical health, work-life balance, and quality of life.

- **Financial Well-Being**

  Establish appropriate, fair, and competitive remuneration and benefits policies based on labor market information and organizational performance to promote employees' financial security in both the present and the future.

- **Social Well-Being**

  Encourage employee involvement through relationship-building and social activities between management and employees to strengthen engagement, unity, and a sense of belonging to the organization and society.

- **Environmental Well-Being**

  Provide a working environment that supports well-being in both physical and workplace dimensions to enhance productivity, creativity, and employees' quality of life.

- **Spiritual Well-Being**

  Support employees in finding meaning and value in their work through ethical business conduct, purpose-driven work, and sustainable growth alongside the organization.

Stakeholders:
Employees

4

Infrastructure

Finance and Accounting

- Plan, forecast, and manage financial resources and cash flow to support business operations.
- Manage receipt and payment processes, as well as cash flow, efficiently.
- Control budgets and monitor financial performance.
- Assess the feasibility of investments in new projects.
- Secure and manage funding sources to support operations and future growth.

Information Technology (IT)

- Utilize ERP systems to control budgets and improve operational efficiency.
- Maintain the security of IT systems and information through appropriate measures.
- Manage access rights to systems and internal information.
- Control access to and from work areas through appropriate technology systems.
- Support IT systems to enhance operational continuity and stability.

Corporate Secretariat

- Establish and review policies relating to shareholders, information disclosure, and transparent stakeholder communication.
- Support the Board of Directors and subcommittees in accordance with good corporate governance principles.
- Oversee meeting processes of the Board of Directors and shareholders to ensure compliance with applicable laws and regulations.
- Assess, manage, and monitor enterprise and ESG-related risks in a systematic manner.
- Support compliance with applicable laws, regulations, and relevant guidelines.

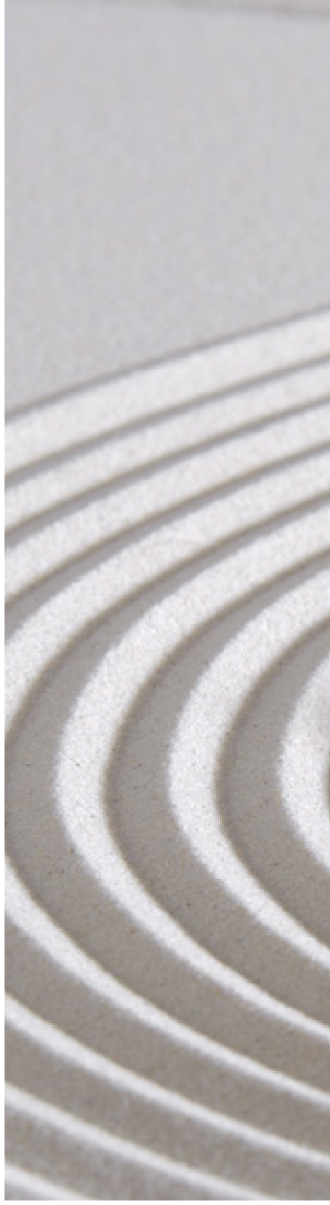
Stakeholders:
Shareholders and investors, employees, customers and residents, suppliers and contractors, creditors, regulatory agencies, and the media.

2

SUSTAINABILITY MANAGEMENT

Driving sustainable management practices to ensure resilience and long-term business performance.

Sustainability Policy



Principle and Significance

Proud Real Estate Public Company Limited is committed to luxury real estate development under the concept of elevating sustainable living quality. The Company integrates innovative living solutions that meet the needs of high-quality residential living with harmonious coexistence with nature and the surrounding environment. At the same time, it seeks to create long-term value for all stakeholder groups throughout the value chain.

The Company conducts its business under both short-term and long-term growth strategies, guided by the principles of good corporate governance, transparency, and appropriate risk management. The Company gives consideration to stakeholders, human rights, and personal data protection, and places priority on safety, occupational health, environmental protection, and the responsible management of environmental impacts and climate change. Operations are conducted in compliance with applicable laws, regulations, and relevant international sustainability principles in order to support stable and sustainable long-term business growth.

Sustainability Objectives and Goals

Economic and Corporate Governance Dimension	Environmental Dimension	Social Dimension
The Company focuses on developing sound, transparent, and reliable business operations that are free from corruption at all levels and throughout all stages of the business process. The Company aims to achieve sustainable business growth while creating positive impacts for all stakeholder groups in an inclusive and equitable manner.	The Company promotes environmentally friendly construction in accordance with green building standards. Key practices include the reduction of energy and natural resource consumption, efficient waste management, the use of sustainable materials and renewable energy to reduce greenhouse gas emissions, and the control of environmental impacts throughout all stages of project development.	The Company aims to enhance the quality of life in communities. It supports diversity and equality in the workplace, provides appropriate employee benefits, places importance on occupational safety and health, and creates opportunities for skill development and career advancement.

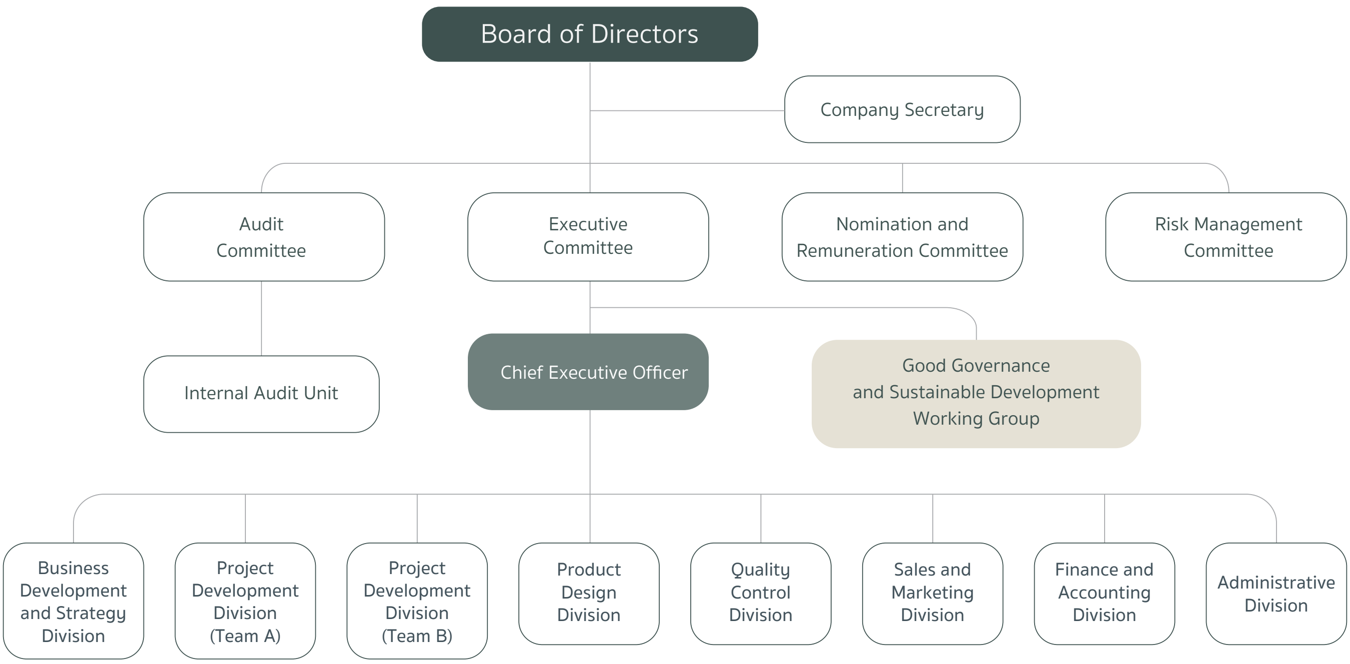
Sustainability Practices

Economic and Corporate Governance Dimension	Environmental Dimension	Social Dimension
The Company focuses on developing products and services that respond to customer needs. Technology is applied to enhance operational efficiency and data management. Risk management is conducted in accordance with the COSO framework. Governance policies are reviewed regularly, and anti-corruption practices are promoted throughout the organisation to support transparent business operations.	The Company promotes the selection of environmentally friendly materials and green building design in accordance with LEED and Fitwel standards. It encourages energy conservation, proper waste management, and the use of renewable energy. Resource consumption data is collected and disclosed through sustainability reporting. The Company also promotes collaboration to reduce greenhouse gas emissions.	The Company places importance on promoting the well-being of communities and employees. It supports equality, diversity, and non-discrimination. Activities are organised to promote well-being, skill development, and positive relationships within the organisation. The Company also conducts its business responsibly toward customers and communities in support of sustainable development.

Sustainability Governance and Management Framework

The Company places strong emphasis on engaging all personnel in its sustainability efforts. The Board of Directors defines the goals, strategies, policies, and frameworks for sustainable development, while the Executive Committee and the Good Governance and Sustainable Development Working Group — comprising senior executives from all departments at managerial level and above — serve as key mechanisms in translating policies and strategies into concrete action.

The Working Group consists of executives from all functions at the manager level and above. It operates under the supervision and performance monitoring of its Chairperson. The Chairperson is a member of the Executive Committee, and plays a key role in coordinating collaboration to drive the Company's sustainability projects and activities on a continuous basis. Its scope of responsibilities covers economic, social, environmental, and corporate governance dimensions. The Company places importance on monitoring and assessing internal and external risk factors, global sustainability trends, and the needs and expectations of stakeholder groups. These considerations support the establishment of goals, strategies, and business approaches. The Company also promotes collaboration with external organisations to strengthen sustainability performance in a systematic manner under a clear sustainability governance and management structure.



Roles and Responsibilities

Board of Directors

1. Set the goals, strategies, policies, and sustainability frameworks that cover economic, social, environmental, and corporate governance dimensions.
2. Review and provide recommendations on appropriate operations to effectively address material sustainability issues and respond to the needs and expectations of stakeholders.

Executive Committee

1. Implement the established goals, strategies, policies, and sustainability frameworks, and monitor and report on relevant sustainability performance.
2. The Chairman of the Executive Committee reports sustainability performance outcomes to the Chief Executive Officer and the Board of Directors.

Good Governance and Sustainable Development Working Group

1. Review and assess factors that affect sustainability across economic, social, environmental, and corporate governance dimensions, as well as stakeholder concerns.
2. Implement the processes established for managing material sustainability topics.
3. Initiate projects and practices that align with and respond to all material sustainability topics.
4. Communicate the Company's goals, strategies, and policies, as well as sustainability-related knowledge acquired through internal studies or from external organisations, to employees at all levels to foster a culture of sustainable development and support related operations.
5. Monitor sustainability performance and maintain records of related projects.
6. Prepare the annual Sustainability Report.
7. Communicate with stakeholder groups and gather feedback for the improvement and development of work processes in the following year.

Sustainability Management

Sustainability Risk Management

Proud Real Estate Public Company Limited recognizes the importance of risk management across all business processes. Risk management is integrated into strategy formulation, decision-making, and operations at every level of the organisation. This approach enhances operational efficiency, helps manage potential impacts, and supports the achievement of long-term sustainable business objectives.

In 2025, the Company established the Risk Management Committee to oversee its risk management practices. The Committee is responsible for reviewing and providing recommendations on risk management strategies, policies, and frameworks to ensure alignment with the Company's business direction. It also monitors and evaluates risk management performance on a regular basis to ensure that risk management remains appropriate, comprehensive, and aligned with the Company's objectives.

The Company operates in a business environment characterized by volatility and uncertainty arising from both external and internal factors. These include economic fluctuations, climate change, natural disasters, pandemics, and operational and technological threats. The Company recognizes that such risks may affect business continuity and key organizational processes.

The Company therefore places importance on the continuous development of its risk management system to strengthen its ability to anticipate, prevent, and respond to potential events appropriately. This helps mitigate adverse impacts, strengthen organizational resilience, and support stable and sustainable business growth amid ongoing change.

Performance Highlights

In 2025, the Company continued to enhance its risk management framework to align with its business strategy. Economic, social, and environmental considerations were integrated into the risk management process to support adaptation to change and sustainable growth.

The Company aims to create value for customers, investors, and communities and manages risks that arise from external factors such as economic volatility, interest rates, and government policies. To address these risks, the Company has established risk management approaches, including project portfolio diversification, cost optimization, market trend monitoring, and stakeholder engagement.

The Company regards risk management as a key mechanism for strengthening organizational resilience and driving long-term sustainability. The key risk factors and related management approaches are presented below.

1
Competition in the Real Estate Development Industry

2
Economic Volatility and Its Impact on Sales and Property Transfers

3
Transition to an Ageing Society

4
Climate Change

5
New Regulatory and Legal Requirements Related to the Real Estate Business

Company Risks and Risk Management Plans

Risk 1 Competition in the Real Estate Development Industry

Related Risk Topic Strategic and Business Operations Risk

Risk Description

The real estate development business faces increasing competition due to the entry of new domestic and international developers into the market. In addition, large-scale developers continue to expand into local markets, and it results in a growing number of competitors, ranging from listed property companies to emerging developers. The diversity of projects and competitor strategies, including residential types, design concepts, and pricing levels, has led to increased competition. Price competition through price reductions, special promotions, and attractive offers is another factor that requires the Company to carefully consider its business strategies.

Business Impacts

Intense competition may require the Company to reduce selling prices, which could adversely affect profit margins and long-term revenue. Failure to differentiate its projects may result in lower sales and increased cost burdens. In addition, intense competition may require greater investment in marketing and innovation, which could affect the Company's cash flow. There is also a risk that customers may compare and choose competing projects if the Company is unable to respond effectively to market demands.

Risk Management Measures

To address rising competition in the real estate market, the Company has developed risk management strategies aimed at transforming risks into business opportunities. This includes conducting continuous market research and analysis to understand customer demand trends and competitor activities, and adjusting project development and marketing strategies in line with the current competitive environment. The Company also focuses on project differentiation through residential technology and innovation, distinctive design concepts, and distinctive amenities. In addition, services are delivered in accordance with international standards to provide customers with distinctive value and experiences.

In terms of sustainable design and living, the Company places importance on the Fitwel standard in developing projects that promote resident well-being. Green spaces, exercise areas, and environmentally friendly construction materials are incorporated into project design. The Company also emphasizes comprehensive post-occupancy services to ensure that customers receive care and experiences aligned with the project concept. These efforts are aligned with the "ALL IS WELL" philosophy, which is the key principle for the Company.

Under the philosophy, thedevelopment aims to create residential environments where customers feel safe, warm, and enjoy a good quality of life through project design, after-sales care, and long-term services. The Company also focuses on selecting high-potential locations that meet the needs of both domestic and international customers. Market demand in each area is assessed to ensure that project development aligns with the potential of each location. When competition in Bangkok intensifies, the Company adjusts its investment strategy by focusing on major tourist destinations and foreign customers seeking residential properties or investment opportunities in Thailand.

Before launching new projects, the Company conducts market assessments and carefully plans project development based on economic conditions and market timing. Projects are selected and developed to align with target customer segments and economic trends. The Company also manages its project portfolio carefully to diversify risks and create opportunities for stable long-term growth.

Risk 2 **Economic Volatility and Its Impact on Sales and Property Transfers**

Related Risk Topic Strategic and Business Risk

Risk Description

Economic volatility is a key factor that directly affects real estate project sales and ownership transfers, particularly during periods of economic slowdown or financial crisis. Declining consumer purchasing power, tighter lending policies at financial institutions, and geopolitical conflicts and wars may affect the real estate market, particularly in locations that rely on foreign investors, such as Phuket and Hua Hin. Capital outflow controls imposed by certain countries may limit the purchasing power of foreign investors and cause sales to slow during certain periods. In addition to these factors, exchange rate fluctuations and uncertainty in the global economy also influence real estate investment decisions among both Thai and foreign customers.

Business Impacts

When economic conditions weaken and consumer purchasing power declines, real estate project sales may be directly affected. As a result, the Company may face challenges in achieving sales targets and meeting its revenue objectives. Stricter lending policies at financial institutions may also prevent prospective buyers from obtaining mortgage financing, which may affect ownership transfer rates. Ownership transfers are an important driver of the Company's cash flow. If sales and transfers are not managed effectively, the Company may face liquidity constraints and disruptions to future investment plans. In addition, a slowdown in the real estate market may require the Company to adopt more aggressive marketing strategies, such as price reductions or special offers to stimulate sales, which may affect profit margins over the long term.

In overseas markets, investors from certain countries may reduce their purchases of real estate in Thailand, which may affect projects that rely on foreign customers and create challenges in attracting new buyers. However, wars or political instability in some countries may encourage relocation to Thailand and increase demand for residential properties. The Company therefore monitors these developments closely and considers opportunities to expand its customer base.

Risk Management Measures

To address these risks, the Company has developed strategies to manage economic volatility and other factors that may affect property sales. The Company seeks to diversify risk by expanding its customer base and project portfolio into regions with stable economic conditions and lower exposure to domestic economic fluctuations. The Company also develops both low-rise and high-rise projects to broaden revenue sources and expand its customer base. Sales strategies are adjusted to reflect prevailing market conditions. Special promotions and flexible financial arrangements may be offered to support sales during periods of uncertainty. The Company also strengthens investor confidence through stable and transparent project development, supported by clear disclosure of project development processes and compliance with applicable regulations.

The selection of locations and project types with strong long-term growth potential and relatively low risk is another important measure in the Company's risk management approach. The Company also diversifies its product offerings to meet the needs of different customer segments. Expanding sales channels through agents with domestic and international customer networks is another key strategy. The Company develops networks with experienced real estate agents, uses digital platforms to support sales activities, and establishes appropriate incentive schemes. To manage risks associated with agent sales, the Company selects reliable and experienced agents and establishes clear agreements on service standards. CRM systems are also used to monitor and evaluate agent performance on an ongoing basis.

To prevent ownership transfer shortfalls, the Company requires reservation fees, contract payments, and down payments at appropriate levels to screen buyers with genuine purchase intent and reduce the risk of transfer cancellations at a later stage. The Company also requires contracts to be executed within 14 days of reservation, which is shorter than general market practice. This helps accelerate payment processes and reduce the risk of customers changing their purchasing decisions. In addition, outstanding customer balances are monitored on a monthly basis to ensure timely follow-up and corrective action. These measures include advance reminders and alternative payment options. They also strengthen cash flow management, reduce liquidity risks, and support the achievement of long-term financial objectives.

Effective cost management is another important measure for reducing the risk of rising construction material costs during periods of economic uncertainty. The Company negotiates with reliable suppliers and carefully controls project development costs to maintain profitability and sustain its competitiveness in the real estate market.

Risk 3 Transition to an Ageing Society

Related Risk Topic Strategic and Business Risk

Risk Description

Thailand's demographic shift toward an ageing society is a significant risk for the real estate business, particularly in terms of changing home-buying behavior and overall market demand. According to the Bureau of Registration Administration, Department of Provincial Administration, Ministry of Interior, Thailand has fully transitioned into an ageing society, with people aged 60 and above accounting for more than 20% of the country's total population.

This demographic shift has significant implications for the real estate sector on both the demand and supply sides of the market. Older consumers increasingly require housing that addresses their specific needs, such as condominiums or homes designed with features that promote convenience and safety, including emergency alert systems and barrier-free environments. At the same time, demand for larger residential properties, such as large detached houses, is expected to decline as family sizes become smaller and the number of household members decreases. Financial capacity also presents a challenge, as many older consumers rely on retirement income or personal savings and may face limitations in obtaining housing finance.

Business Impacts

Changes in the population structure are reshaping demand and supply patterns in the real estate market. Demand for larger residential properties may decline, which could slow sales of detached housing projects and larger condominium units. Meanwhile, demand for housing that supports retirement living is increasing. If the Company is unable to adapt to this trend, it may lose business opportunities and its long-term competitiveness.

The financial capacity of older consumers is generally lower than that of working-age groups. This may limit their ability to obtain mortgage financing and delay purchasing decisions. As a result, the Company may need to adopt alternative sales approaches, such as long-term leasing arrangements or residential projects that offer health-care-related services to meet the needs of this customer segment. At the same time, this demographic trend may create opportunities to expand into international markets, particularly among foreign retirees who wish to reside in Thailand. If the Company can adapt its strategy and develop projects that comprehensively address the needs of older consumers, it will be better positioned to maintain its competitiveness and support long-term business sustainability.

Risk Management Measures

To manage this risk, the Company continuously monitors demographic trends to support appropriate adjustments to its investment strategy. The Company has also begun developing projects that address the needs of older residents through healthcare services, medical support services, and activity spaces designed for senior living.

Universal Design is another important approach that enhances both the attractiveness and sustainability of the Company's projects. The Company develops projects that can accommodate the diverse needs of different customer groups and support comfortable and safe living at every stage of life. In addition, the Company collaborates with hospitals and healthcare specialists to provide comprehensive services that address customer needs.

For future developments, the Company focuses on appropriate design, enhanced healthcare services, and modern facilities. Particular attention is given to common areas that support senior living, such as co-kitchens designed for shared cooking and spaces that promote social engagement and healthy lifestyles. Partnerships with healthy food providers and nutrition-focused services also contribute to creating projects that support the wellness-oriented lifestyles of residents.

Expanding the customer base to foreign retirees who wish to reside in Thailand will help diversify the Company's business risks. To support this strategy, the Company also promotes the development of personnel with expertise in the design and management of specialised projects. These efforts will strengthen the Company's competitiveness and support long-term business sustainability.

Risk 4 Climate Change

Related Risk Topic Management and Operational Risk
Climate Change and Natural Disasters

Risk Description

Climate change and natural disasters have become among the most significant risks of the modern era. These risks affect not only the environment but also economic stability and business operations worldwide.

These changes present challenges across multiple dimensions, including compliance requirements, changing consumer behaviour, rising operating costs, and impacts on infrastructure.

One of the key climate-related risks that may affect the Company's operations is physical risks, including floods, droughts, severe storms and earthquakes. These events may cause damage to infrastructure, buildings and land within real estate development projects. The increasing severity of natural disasters may also result in higher construction, repair and maintenance costs, as well as higher insurance premiums.

Another important category is transition risk arising from changes in government policies and regulatory requirements. Examples include Thailand's decision to accelerate its net zero emissions target by 15 years, from 2065 to 2050, in order to align with global standards and strengthen the competitiveness of Thai industries. Other developments include the implementation of the Climate Change Act, expected to take effect in 2026, as well as changing consumer preferences that place greater emphasis on environmentally friendly projects and sustainable energy use. These changes may require businesses to adjust project development processes and adopt more advanced technologies. As a result, costs may increase in the short term.

Business Impacts

Climate change may increase the Company's operating costs, particularly construction and maintenance expenses. Real estate projects located in areas exposed to natural hazards, such as floods, storms and rising temperatures, may experience damage to infrastructure. This may increase construction and maintenance costs. In addition, insurance premiums for properties located in high-risk areas may increase. This may result in higher long-term operating expenses.

Stricter environmental regulations, such as greenhouse gas emission reduction requirements and energy-efficient building standards, may require the Company to adjust its construction processes and invest in environmental technologies. These changes may increase costs in the short term. Consumer preferences are also shifting towards environmentally friendly housing. If the Company is unable to develop projects that meet evolving market expectations, sales may decline and competitiveness may be affected.

From an investment perspective, investor and financial institution confidence may be affected as capital markets place greater emphasis on Environmental, Social and Governance (ESG) considerations. Investors and banks may be more likely to support projects that demonstrate clear environmental standards and commitments. As a result, companies that lack adequate environmental measures may face challenges in securing financing. Government environmental policies may also influence interest rates and housing loan conditions. This may lead some customers to delay their purchasing decisions.

Risk Management Measures

The Company recognises that climate change is a significant factor affecting both real estate development and residents' quality of life. In response, the Company develops its projects under the Proud Wellness Principle, a design approach aligned with the All is Well concept. This approach supports sustainable living, reduces eanvironmental impacts and promotes residents' well-being. Environmental considerations are integrated throughout project development. The Company focuses on the use of environmentally friendly materials, the reduction of greenhouse gas emissions and improved energy efficiency to promote harmonious living with nature. Green spaces are incorporated through features such as vertical gardens and green roofs to help reduce ambient temperatures within project areas. Open spaces are also designed to enhance natural ventilation and reduce reliance on air-conditioning systems. In addition, landscape design supports efficient water management and helps reduce the use of water from natural sources. To further support energy conservation, solar panels are installed in common areas to reduce electricity consumption from the main power supply. Buildings are designed to maximise natural airflow and reduce daytime energy use. Low-E glass and thermal insulation materials are also used to improve energy performance and minimise heat gain. Smart home technologies, including intelligent temperature controls, automated lighting and energy monitoring systems, are incorporated to reduce unnecessary electricity consumption.

The design of project spaces also places importance on health and well-being. Exercise and recreational areas are provided, with additional green spaces that help improve air quality and create a relaxing environment. High-performance air filtration systems are installed to reduce pollution and enhance indoor air quality. Project layouts are also designed to encourage interaction among residents and foster a stronger sense of community.

Another important approach is the development of flexible living spaces. Project planning takes future environmental changes into consideration. Residential units are designed to accommodate the evolving needs of residents, and durable and low-maintenance materials are also selected to help reduce long-term maintenance and repair costs.

The Company remains committed to developing projects under the Proud Wellness Principle. Guided by the All is Well concept, the Company seeks to create environmentally responsible living environments that support a high quality of life, long-term well-being, and comfortable living for residents.

Another important initiative undertaken by the Company is the annual assessment and reporting of the organisation's carbon footprint. This process evaluates greenhouse gas emissions across the Company's operations, from project development and construction activities to post-sales management. The results are used to establish long-term greenhouse gas reduction targets and develop practical strategies to minimise environmental impacts. In 2025, the Company expanded the scope of greenhouse gas data collection from its head office to project offices and other operational units. This enables the Company to assess and manage greenhouse gas emissions more comprehensively and effectively.

Risk 5 New Regulatory and Legal Requirements Related to the Real Estate Business

Related Risk Topic Strategic and Business Risk

Risk Description

New regulations, requirements, and legislation related to the real estate business may significantly affect the Company's business operations, particularly in relation to project development, construction permitting processes, and environmental compliance. Changes in government policies, such as revisions to urban planning regulations, green building requirements, and property tax legislation, may require the Company to adjust its investment plans and project development strategies to ensure compliance with new regulatory requirements. In addition, new building safety regulations and more stringent construction standards may affect project timelines, increase development costs, and influence the Company's competitiveness in the real estate market. The Company closely monitors regulatory developments and legislative requirements. Appropriate measures are also prepared to manage potential risks arising from legal and regulatory changes that may affect future business operations.

Business Impacts

Regulatory and legislative changes may directly affect the Company's project development activities in terms of costs, timelines, and the ability to implement projects as planned. Changes in urban planning requirements or more stringent environmental standards may require the Company to revise project designs and development plans to ensure compliance with new regulations. As a result, development costs may increase and approval processes may take longer. In addition, changes in tax policies, such as increases in land and building tax rates or reductions in tax incentives for property buyers, may affect demand in the real estate market, slow project sales, and influence the Company's return on investment.

Changes in laws governing foreign ownership of real estate, such as restrictions on ownership rights or higher property transaction taxes for foreign buyers, may reduce demand from international customers, particularly investors from China, Russia, Taiwan, and the United States. This may affect the Company's revenue in the premium real estate market. Overall, regulatory and legislative changes related to the real estate industry may create uncertainty in project implementation and affect the Company's long-term growth potential and financial performance if such risks are not managed effectively.

Risk Management Measures

The Company has established comprehensive measures to manage risks arising from regulatory and legislative changes related to the real estate industry. Relevant policies and regulatory developments are continuously monitored and analysed to ensure that business strategies remain aligned with new government requirements. The Company also allocates contingency budgets for expenses that may arise from compliance with new regulations. Particular attention is given to monitoring legal and regulatory developments through reliable sources, such as real estate research centres and relevant regulatory authorities. This enables the Company to plan project development in line with government policies and market trends.

The Company's Legal Department and Business Development (BD) Department play important roles in monitoring regulatory developments and coordinating with relevant government agencies to ensure compliance with changing requirements. The Company also places importance on building a team with specialised expertise by recruiting personnel with knowledge in law, engineering, and project development. This enables projects to be designed and implemented in accordance with applicable legal requirements. In addition, the Company closely monitors Government Mega Projects and economic developments that may affect its investment plans in order to adjust business strategies in a timely manner. Regular internal meetings are conducted to assess the implications of new regulations and determine appropriate courses of action. The Company also engages external legal advisers with expertise in project development, construction, permitting, and land use matters to ensure compliance with relevant requirements and minimise legal risks. Furthermore, the Company continuously enhances employee capabilities through training programmes and regularly reviews the performance of relevant functions. These efforts strengthen the Company's ability to manage risks and adapt to changes in regulations and government policies, which are important factors in maintaining long-term business stability and sustainability.

Stakeholder Engagement

Proud Real Estate Public Company Limited ("the Company") places importance on maintaining positive relationships with all stakeholder groups. To support this commitment, a systematic process has been established to identify, analyse, and prioritise stakeholders. Ten stakeholder groups have been identified: shareholders and investors, employees, customers and residents, suppliers and contractors, communities, competitors, creditors, regulators and government agencies, business partners, and media representatives and bloggers.

Following the stakeholder identification process, the Company analyses and prioritises each stakeholder group based on two key factors: the level of stakeholder interest in the Company's operations (Interest) and the level of influence stakeholders have on the Company's operations and decision-making processes (Influence). These factors may influence the Company's strategic direction and business decisions. The assessment results indicate that the three highest-priority stakeholder groups are employees, customers and residents, and creditors.

The Company has also established appropriate engagement channels and frequencies for each stakeholder group, collected their needs and expectations, and developed appropriate responses to key issues. The outcomes of the stakeholder identification, prioritisation, and engagement processes are presented to the Executive Committee for consideration and approval. Details of the stakeholder engagement approach are set out below.

Shareholders and Investors

Relationship: Monitor the Company's operations and performance, and make investment decisions

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Annual general meeting (AGM) - Held once a year to report the Company's performance and provide shareholders with an opportunity to participate in discussions on the Company's strategic direction • Opportunity day - conducted quarterly to communicate operating results and business outlook to shareholders and investors • Press conferences - Held quarterly to disclose significant information and enhance understanding of the Company's business operations among the media and the public • **Corporate website** Updated continuously throughout the year to provide transparent and up-to-date information, news, and key corporate policies • Form 56-1 One Report and annual sustainability report - Prepared and published annually to disclose operating performance, corporate governance practices, and the Company's sustainability approach • **Complaint and feedback channels** - Available at all times to receive comments, suggestions, and concerns, which are used to improve the Company's operations • **Company Snapshot** - Updated regularly to provide an overview of the Company and key business developments	• Stable, transparent business performance with a clear growth direction • Sustainable long-term business and organisational growth • Good corporate governance based on accountability, transparency, and ethical business practices • Effective and prudent risk management • Environmentally responsible operations and climate change management, including waste management and greenhouse gas emissions reduction	• Develop new business opportunities and revenue streams to support sustainable long-term growth • Communicate operating results transparently and ensure strict compliance with applicable laws and regulations • Maintain regular communication and strengthen relationships with shareholders and investors on an ongoing basis • Establish and implement a systematic ESG risk management framework

Employees

Relationship: Implement strategies and plans established by the Board of Directors and senior management

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• CEO Talk and Town Hall meetings - Conducted quarterly to communicate with employees and provide opportunities for open dialogue • Microsoft Teams - Used regularly as an internal communication platform across the organisation • Management and employee engagement activities – Organised on an ongoing basis to encourage collaboration and strengthen relationships between management and employees • Employee opinion and engagement surveys - Conducted every two years to gather employee feedback and assess engagement levels • Whistleblowing and Complaint channels - Available 24 hours a day to receive complaints, concerns, and reports of misconduct	• Clear understanding of the Company's business direction and operating performance • Career advancement opportunities and professional development • Fair human resource management aligned with the Company's strategy • A safe and positive working environment • Opportunities to provide feedback and participate in organisational development • Appropriate employee welfare and quality of life	• Communicate the Company's business direction, operating performance, and organisational policies to employees on a regular basis • Conduct performance evaluations (KPIs) and implement individual development plans for employees • Establish human resource strategies aligned with the Company's business strategy • Provide training on business ethics, anti-corruption practices, and professional skills development • Promote knowledge sharing, cross-functional collaboration, and teamwork across the organisation • Manage and enhance employee welfare programmes with a focus on well-being, safety, and employee wellness

Customers and Residents

Relationship: Determine needs and expectations in residential development

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Customer needs, feedback, and satisfaction surveys - Conducted weekly and after service delivery to gather customer opinions, understand expectations regarding products and services, and assess satisfaction throughout the service process • E-Newsletters - distributed quarterly to provide updates on project construction progress and related news • Resident reports - prepared and distributed monthly • Joint owner's general meeting - Held annually • Community engagement activities within the projects – Organised quarterly to strengthen community relationships and provide opportunities for feedback and suggestions for improvement	• High-quality residential properties and services that meet the needs of target customers • Well-maintained common areas and effective community management • Quality after-sales services, convenience, and a positive living experience	• Enhance the capabilities of the after-sales service and property management teams to provide comprehensive customer services across all aspects of customer care • Implement policies and practices on personal data protection and cybersecurity, and strengthen information security, cybersecurity, and customer privacy systems to enhance customer confidence • Conduct surveys to encourage customer and resident participation in decision-making and improve the quality of products and services

Suppliers and Contractors

Relationship: Supply materials, products, and services, and undertake construction, utility, and project works

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Conducted tendering processes and scope-of-work clarification meetings • Held project kick-off meetings and periodic progress review meetings • Maintained communication and coordination via email and telephone	• Transparent and fair procurement processes • Clear contract terms and conditions, and scope of work • Effective coordination and communication	• Conduct procurement processes in accordance with good governance principles • Prepare clear Terms of Reference (TOR) and contractual agreements • Manage payments in accordance with contractual terms and conditions • Appoint project coordinators and continuously monitor project progress

Communities

Relationship: Support local businesses and contribute to community festivals and activities

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Community relations activities in the areas surrounding the Company's projects – Conducted annually and on an activity basis • Community development activities – Conducted annually and on an activity basis	• Compliance with environmental laws and regulations • Regular communication with and responsiveness to community concerns • Improvements and developments from stakeholder engagement activities • Community issues and concerns	• Strictly comply with environmental laws, requirements, and regulations • Promote and organise activities to improve the quality of life and well-being of communities surrounding the projects • Respond to community expectations, concerns, and issues by improving existing facilities and developing new facilities based on community needs

Competitors

Relationship: Determine project development plans and sales promotion approaches that respond to customer needs in the market

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Market surveys – Conducted through surveys and visits to competitors' projects, as required • Targeted communication – Conducted through online channels and in-person meetings	• Fair competition in accordance with the law • Accurate and truthful information disclosure	• Conduct business with ethical standards • Provide and disclose accurate and truthful information

Creditors

Relationship: Provide financing for the Company's investments and project development

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Regular communication and discussions with financial institutions regarding loan repayments – Conducted in accordance with repayment schedules specified in loan agreements • Compliance with the terms and conditions of loan and debenture agreements – Monitored continuously to ensure adherence to contractual obligations • Monthly financial forecast meetings – Conducted to plan financing requirements for group companies and support management decision-making	• Timely loan repayments • Strong creditworthiness and a consistent track record of timely payments • Clear financial planning and stable cash flow management across group companies to support business continuity	• Disclose accurate and complete financial information • Plan the repayment of loan principal and interest to banks and group companies within the agreed timeframe

Regulators and Government Agencies

Relationship: Ensure compliance with applicable laws and regulations and monitor transparency in management and business operations

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Information disclosure - Disclose information and report EIA monitoring results during the construction phase to enable stakeholders and relevant parties to monitor project progress and status transparently • Meetings and discussions - Conduct meetings and discussions with relevant stakeholders as required and gather feedback, exchange information and collaboratively resolve potential issues, particularly those involving public areas beyond the Company's control • Activities - Participate in and organise engagement activities as appropriate to promote stakeholder participation and support collaboration with government agencies • Coordination - Coordinate with government agencies and submit formal inquiries regarding legal requirements to support project planning, analysis, and future development in compliance with applicable laws	• Systematic and responsible management and mitigation of social and environmental impacts from business operations • A clear understanding of and strict compliance with relevant legal requirements and procedures	• Strictly comply with applicable laws, requirements, and regulations • Support and cooperate with government initiatives on relevant issues • Disclose information and prepare reports in accordance with relevant requirements and regulations in a transparent manner

Business Partners

Relationship: Collaborate and provide recommendations for project improvement and development, share ideas on customer and resident relationship management, and support the management of environmental and social impacts

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Meetings with relevant stakeholders – Conducted as required	• Collaboration in the delivery of quality products and services • Opportunities to develop new initiatives through the expertise and cooperation of all parties	• Plan and develop partnerships based on shared objectives and mutual benefits • Seek new business partners to support business needs

Media and Bloggers

Relationship: Promote the Company's news and projects to enhance public awareness

Engagement Channels and Frequency	Key Needs and Expectations	Company Responses
• Press conferences – Conducted as appropriate • News releases – Issued as appropriate (every 1–2 weeks) • Media and blogger relations activities, such as participation in invited events – Conducted as appropriate based on individual opportunities • Media and blogger appreciation events – Organised annually	• Timely access to news and information for publicity purposes, with transparent and accurate disclosure • Clear communication regarding the Company's events and activities that can be used for content creation across various media platforms • Recognition and credibility as media outlets or Key Opinion Leaders (KOLs) through the regular publication of relevant and up-to-date content	• Enhance awareness of corporate news and key messages through accurate, clear, appropriate, and transparent communication • Monitor news and information continuously and prepare response plans to manage potential risks arising from negative news that may affect the Company • Plan relationship-building and appreciation activities for media representatives and bloggers

Material Sustainability Topics

Proud Real Estate Public Company Limited ("the Company") conducts its business in accordance with the principles of sustainable development and stakeholder engagement. The Company places importance on addressing issues and expectations that are relevant to all stakeholder groups while creating value and shared benefits for society and the environment. This approach supports the long-term and sustainable growth of the business.

The Company conducts an assessment and prioritisation of sustainability topics by identifying relevant sustainability issues and evaluating their significance from the perspectives of both internal and external stakeholders.

As part of its sustainability management process, the Company prioritises material sustainability topics with consideration for stakeholders throughout its operations and manages these topics across the business value chain. The Company has established key objectives to promote sustainability in a comprehensive manner across all dimensions of development, including environmental, social, governance, and economic aspects. The process is outlined as follows:

MATERIAL TOPIC

1. Identification of Sustainability Topics

The Company identifies and analyses ESG topics by considering the organisational context and activities throughout the business value chain, together with global trends, developments in the real estate industry, and relevant international ESG frameworks and standards. The assessment is conducted with reference to the FTSE Russell assessment methodology and indices relevant to the real estate development sector. This process ensures that the identified topics appropriately reflect operational impacts, risks, opportunities, and factors that may affect the Company's long-term value creation.

2. Assessment and Prioritisation

The sustainability topics identified through the assessment process are evaluated and prioritised based on their significance to the business and stakeholders across multiple dimensions. The assessment considers the likelihood of risks that may arise within the organisation, potential impacts on operating performance and net profit, impacts on the achievement of strategic objectives, effects on the Company's reputation and corporate image, and the level of impact on stakeholders. The results serve as the basis for the systematic prioritisation of material sustainability topics.

3. Review and Approval

The results of the assessment and prioritisation of material sustainability topics are presented to the Executive Committee for review and approval. This process helps ensure that the identified topics are appropriate, aligned with the Company's business direction, and reflect the Company's actual risks and opportunities.

4. Integration into Corporate Strategy

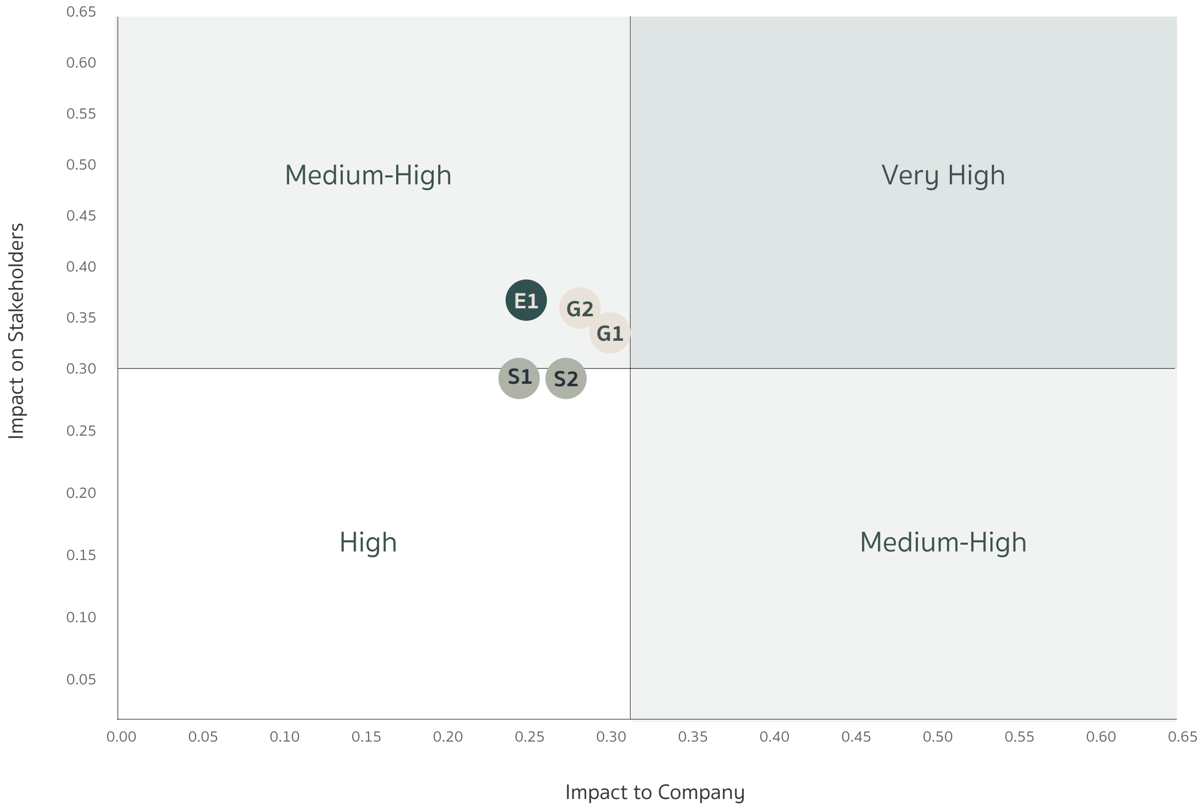
The approved sustainability topics are integrated into the Company's planning and operational processes and serve as a framework for establishing sustainability policies, targets, and strategies in the short, medium, and long term. This approach helps align business operations with stakeholder expectations and supports the Company's stable and sustainable growth across all dimensions.

Results of the Company's Material Sustainability Assessment

Dimension	Material Topic	Category
Environmental Dimension	• Climate Change Risk Management - Environmentally Responsible Construction Management - Environmental Conservation and Protection - Climate Change Management	E1
Social Dimension	• Community Engagement • Employee Capability Development - Diversity, Equity, and Inclusion - Occupational Health, Safety, and Working Environment - Talent Attraction and Retention	S1 S2
Governance and Economic Dimension	• Enterprise Risk Management - Business Growth - Good Corporate Governance • Sustainable Supply Chain Management - Customer Relationship Management	G1 G2

Significance of Material Topics

Material Matrix
Significance of Material Sustainability Topics




QUALITY
OF LIFE

Details of Material Sustainability Topics

For 2025, the Company identified five material sustainability topics across the environmental, social, and governance dimensions. These topics are aligned with a total of 14 United Nations Sustainable Development Goals (UN SDGs), as follows:

Environmental Dimension

Climate Change Risk Management

- **Environmentally Responsible Construction Management**
  Promotes the development of buildings in accordance with green building standards, energy conservation, and the selection of environmentally friendly, durable, and sustainable materials and products. It also covers air pollution control and the proper management of construction waste.

- **Environmental Conservation and Protection**
  Covers waste management, energy and water conservation, the efficient use of resources, and the implementation of circular economy principles in business operations.

- **Climate Change Management**
  Covers the assessment and management of climate change risks, both physical and transition risks, preparedness for extreme weather events, and the reduction of greenhouse gas emissions from business operations.

Social Dimension

1. Community Engagement

Covers project development that is aligned with local ways of life, the creation of positive impacts on communities and the environment, the promotion of community and social participation, and the mitigation of impacts on communities through collaboration with suppliers and business partners, including diversity, equity, and inclusion.

2. Employee Capability Development

Covers the development of human resources to ensure the knowledge, competencies, and expertise required for business operations, as well as the enhancement of the capabilities of employees and workers in both their professional and daily lives.

- **Occupational Health, Safety, and Working Environment**
  Covers the management of occupational health, safety, and working environments that are appropriate to the nature of the Company's business, including employees and contractors working at construction sites, to support business continuity and operational efficiency.

- **Talent Attraction and Retention**
  Covers employee engagement, employment, employee well-being, the attraction and retention of high-potential personnel, and the promotion of long-term local employment.

- **Diversity, Equity, and Inclusion**
  Covers the promotion of human rights, equality and equity in the workplace, support for diversity and acceptance of differences, Universal Design that meets the needs of all user groups, and the promotion of access to housing.

Governance and Economic Dimension

1. Enterprise Risk Management

Covers enterprise risk and crisis management through a systematic risk management process, from risk identification and the establishment of risk assessment criteria, such as Risk Appetite and Key Risk Indicators (KRIs), to the assessment of sustainability-related risks across all levels of the organisation.

- **Business Growth**
  Covers the development of high-quality and safe products and services, the application of innovation and technology, product lifecycle design and management, and the development of products and services in response to evolving customer needs.

- **Good Corporate Governance**
  Covers compliance with applicable laws, regulations, and principles of good corporate governance, fair business practices, responsibility toward consumers, anti-corruption measures, transparent tax practices, and cybersecurity and information security management.

2. Sustainable Supply Chain Management

Covers transparent and auditable procurement practices, the promotion of fair competition, and the responsible management of supplier relationships.

- **Customer Relationship Management**
  Covers responsiveness to customer needs, customer relationship management, and the provision of after-sales and post-occupancy services to foster long-term customer satisfaction and trust.

Sustainability Management Framework

Governance and Economic Dimension

QUALITY OF SERVICES AND PRODUCT

The Company conducts its business in accordance with the principles of good corporate governance, with a strong emphasis on transparency, fairness, and responsibility toward all stakeholder groups. The Board of Directors oversees the Company's operations to ensure alignment with its sustainability strategy and objectives. Economic, risk, and governance considerations are integrated into decision-making processes at all levels of the organisation. The Company implements transparent and auditable procurement practices and takes economic cost-effectiveness into consideration under an appropriate internal control system. This approach helps mitigate risks related to fraud and conflicts of interest, enables effective cost management, and strengthens confidence among shareholders, investors, and other stakeholders.

Environmental Dimension

QUALITY OF NATURE/ ENVIRONMENT

The Company places importance on minimising environmental impacts throughout the real estate value chain, from design and construction to project management. The Company focuses on the efficient use of resources, reductions in energy consumption and greenhouse gas emissions, waste and pollution management, and strict compliance with environmental laws and regulations. The Company adopts green building concepts and appropriate technologies. It also establishes targets and continuously monitors performance to help address climate change and create sustainable long-term value.

Social Dimension

QUALITY OF LIFE AND SOCIETY

The Company places importance on enhancing the quality of life of employees and society and conducts its business responsibly. Its key approaches are as follows:

- Promote employee well-being through the design and development of appropriate welfare programmes that align with economic and social conditions.
- Support the safety of employees' lives and property, as well as good health and hygiene, through the provision of adequate work equipment and the development of an appropriate working environment.
- Promote equality and non-discrimination by providing fair employment opportunities regardless of gender, race, or other differences, and by treating all employees equally.
- Establish safety requirements for contractors, maintain a zero-accident target at construction sites, and continuously monitor contractors' safety performance.
- Design and implement construction projects with consideration for the surrounding environment and communities, minimise impacts from construction activities, and improve areas surrounding project sites to enhance community well-being.
- Promote community engagement to strengthen relationships between the Company and local communities, and support vocational skills development and education to improve quality of life and enhance future employment opportunities.

Key Sustainability Performance Results

CORPORATE GOVERNANCE AND ECONOMIC DIMENSION

Organizational Revenue Growth

Increased by 47%

(compared to the 2025 target of a 35% increase)

Product Quality Inspection Prior to Handover

100%

(compared to the 2025 target of achieving more than 100% product inspection coverage)

Overall Resident Satisfaction with the Projects

90%

(compared to the 2025 target of achieving at least 80% customer satisfaction at the "high" level or above (≥ 4))

ENVIRONMENTAL DIMENSION

Number of Significant Environmental Law Violations, Complaints, or Fines

None

(compared to the target of 0 cases)

Office Electricity Consumption Rate per Unit Area

47.42 kWh/Sqm

(compared to the 2025 target: an increase of 10.87% compared to 2024)

Percentage of Construction Materials with Environmental Label Certification

20%

(compared to the target of 20% of decorative materials used across all projects developed by Proud)

Office Water Consumption Rate per Unit Area

0.19 m^3/Sqm

(compared to the 2025 target: an increase of 18.75% per square meter compared to 2024)

Percentage of Projects Certified under Green Building or Wellness Building Standards

80%

(compared to the target of 25% of all projects developed by Proud)

GHG Emissions Intensity per Head Office Area

GHG Emission
413 Ton CO2e

(Carbon Intensity
0.07 Ton CO2e/sq.m.)

(2025 target: To disclose greenhouse gas emission intensity for the head office and project areas (Scope 1 and Scope 2) in order to establish a baseline year. Long-term targets: To achieve carbon neutrality for Scope 1 and Scope 2 emissions by 2040, and net-zero greenhouse gas emissions for Scope 1 and Scope 2 by 2050.)

SOCIAL DIMENSION

Community Complaints

None

(compared to the 2025 target of 0 cases)

Number of Cases Involving Labor Rights Violations or Forced Labor in Business Operations

0 cases

(เทียบกับเป้าหมายปี 2568 = 0 กรณี)

Number of Projects with Community Healthcare Engagement

4 projects

(compared to the 2025 target of at least 2 projects per year)

Employee Satisfaction / Engagement Level toward the Organization Higher than

87.5%

(compared to the 2025 target of more than 80%)

Lost-Time Injury Cases

0 cases

(compared to the 2025 target of 0 cases)

Average Training Hours per Employee

12 hours per person

(compared to the 2025 target of not less than 8 hours)

GOVERNANCE AND ECONOMIC DIMENSION

Enterprise Risk Management

Contributions to the United Nations Sustainable Development Goals (UN SDGs)

1 NO POVERTY
2 ZERO HUNGER
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
13 CLIMATE ACTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS

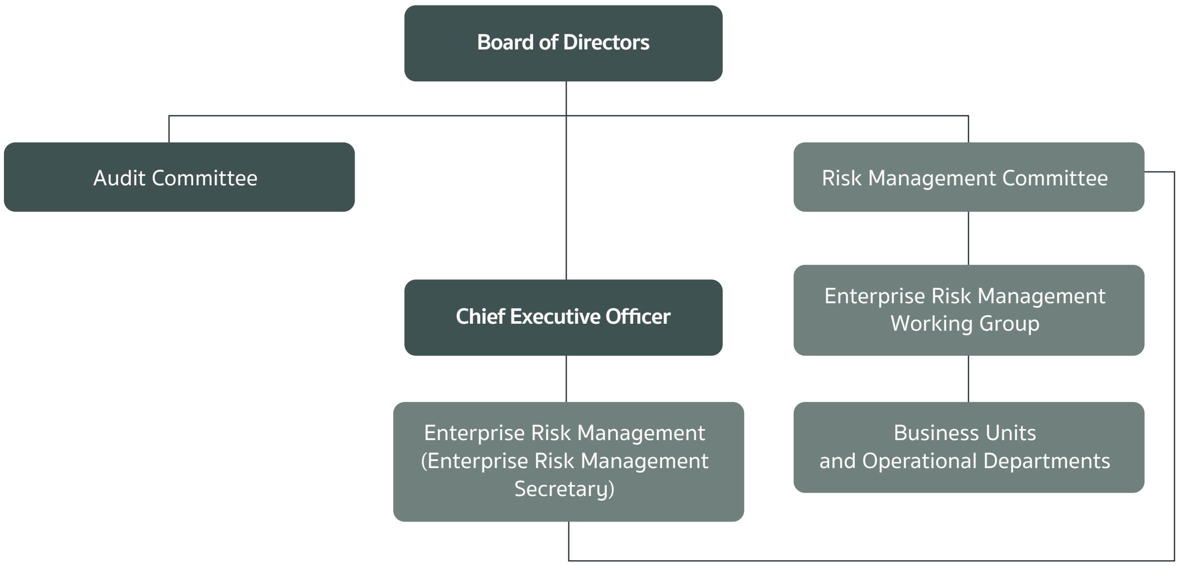
Material Topics on Sustainability	Enterprise Risk Management	Level of Importance: Medium-High

Proud Real Estate Public Company Limited ("the Company") and its subsidiaries place importance on risk management across all aspects of business operations. The Company implements an enterprise-wide risk management system that covers all levels of the organisation to support prudent business decision-making, strengthen confidence among investors and stakeholders, and drive the organisation towards sustainable success under the concept of "ALL IS WELL - Sustainable Well-being".

The Risk Management Committee (RMC) is responsible for overseeing the Company's risk management framework on an ongoing basis. Its responsibilities include establishing risk management policies and guidelines, monitoring and evaluating risk management performance, and regularly reporting results to the Board of Directors. This approach ensures that risk management practices remain appropriate, systematic, and aligned with the Company's strategy and organisational objectives.

This risk governance framework strengthens business stability, enhances the Company's ability to control and mitigate potential risks, and supports effective business operations amid changes in the business environment.

Risk Management Committee Structure



Board of Directors

- The Board of Directors plays a key role in establishing risk management policies and guidelines. The Board considers risks arising from climate change, financial activities, operations, and social issues. The focus is on preventing and mitigating potential impacts, as well as promoting the participation of all functions in effective and sustainable risk management.
- The Board also oversees the Enterprise Risk Management Working Group to ensure that risk management practices remain appropriate to current business conditions, particularly climate change-related risks.

Chief Executive Officer and Enterprise Risk Management Working Group

- Assess key enterprise-level risks in line with the Company's business direction and risks across the business value chain.
- Manage enterprise risks through appropriate prevention and mitigation measures to maintain risks at acceptable levels.
- Monitor, evaluate, and continuously improve risk management measures in line with business conditions.
- Promote learning, training, and knowledge sharing on risk and risk management among personnel at all levels of the Company.
- Foster a risk management culture by integrating risk management into operational practices and performance evaluations across all functions.

Business Units and Operational Departments

- Take responsibility for managing relevant risks through appropriate measures to maintain risks at acceptable levels.

Enterprise Risk Management Secretary

- Establish risk management strategies, frameworks, and operational standards.
- Support and assist risk owners in achieving risk management objectives and monitor performance against established targets.
- Review and evaluate the effectiveness of risk management processes, internal controls, and corporate governance practices.

Management Objectives and Targets

The Company is committed to fostering a strong and sustainable risk management culture that is embedded in its work processes. The Company places importance on enhancing the awareness, understanding, and accountability of executives and employees at all levels in relation to risk management through communication and the development of practices that align with the Company's risk management framework.

The Company promotes open, transparent, and systematic internal communication to encourage all functions to participate in the identification, assessment, and management of risks on an ongoing basis. This approach enables the timely monitoring of changes in risk levels and helps reduce potential impacts on business operations.

The Company places importance on the use of information and risk assessment results as key inputs in planning and determining operational direction. This approach strengthens long-term business stability and competitiveness. Senior executives also serve as role models by prioritising risk management and supporting operations that take sustainability into consideration. These efforts support the Company's stable growth amid a continuously changing business environment.

Management Approach to Material Topics

The Company has an enterprise risk management policy that aligns with international standards and is based on the Enterprise Risk Management – Integrated Framework (COSO ERM). This framework ensures that the Company can achieve its objectives and create maximum value for shareholders and stakeholders. The Company places importance on risk management across all dimensions of its business operations. This approach covers the analysis and assessment of risks that may affect the business in areas such as strategy, operations, finance, and regulatory compliance. It also covers compliance with good corporate governance requirements and applicable laws to ensure that business operations are conducted efficiently and transparently.

In addition, the Company places importance on the management of environmental, social, and governance (ESG) risks to support sustainable business operations. This approach covers compliance with environmental standards, community stewardship, and transparent organisational management.

Risk Management

Risk management is a critical process for Proud Real Estate Public Company Limited ("the Company"). It supports stable and sustainable business operations by reducing risks that may affect business performance and increasing opportunities to create greater value for all stakeholder groups. Thereby, the Company has established a risk management approach that covers all aspects of its operations in accordance with its legal and regulatory compliance risk management process, as follows:

1. **Risk Identification & Assessment**

   The Company analyses and identifies risks that may affect its business operations. The assessment covers financial, operational, technological, legal, and environmental risks. After risks have been identified, the Company assesses them through the use of appropriate tools and techniques, such as a Risk Matrix. This approach allows a systematic assessment of risks based on two dimensions: likelihood and impact.

2. **Risk Control & Mitigation**

   The Company analyses and identifies risks that may affect its business operations. The assessment covers financial, operational, technological, legal, and environmental risks. After risks have been identified, the Company assesses them using appropriate tools and techniques, such as a Risk Matrix. This approach supports a systematic assessment of risks based on two dimensions: likelihood and impact.

3. **Risk Monitoring & Review**

   The Enterprise Risk Management Working Group monitors, controls, and manages risks on an ongoing basis. The Group reviews risk management performance and reports the results to the Risk Management Committee on a quarterly basis. The review process assesses whether existing risk management measures remain effective and identifies improvements that are necessary to address changing circumstances.

4. **Risk Culture**

   The Company places importance on fostering a risk management culture throughout the organisation. Employees at all levels are responsible for identifying risks and preparing risk mitigation plans within their units. The Company also promotes training and knowledge development in risk management for employees at all levels to strengthen understanding of enterprise risk management.

5. **Transparency and Risk Management Communication**

   The Company is committed to providing transparent risk management information to stakeholders, particularly investors and shareholders, through clear communication in annual meetings and annual reports.

6. **Systematic Risk Management**

   The Company's Enterprise Risk Management (ERM) framework follows the COSO approach. Risk governance is structured according to the Three Lines Model. Risk-owning departments are responsible for managing risks within their respective areas (First Line). Management and the Chief Executive Officer establish risk management policies and standards and oversee the implementation and monitoring of risk management activities (Second Line). The Enterprise Risk Management Secretary independently evaluates the effectiveness of the Company's risk management system (Third Line). Risk management performance is reported to senior management at least once a month and to the Risk Management Committee in accordance with the meeting schedule for further consideration.

7. **Integration of Risk Management into Business Operations**

   The Company incorporates the outcomes of the enterprise risk management process into the performance indicators of senior executives, with performance assessments conducted every six months. Risk management indicators are also linked to the performance indicators of risk-owning departments. These practices are aligned with the reporting process to the Risk Management Committee. The Committee meets at least once a year to review the Company's risk management performance. The Enterprise Risk Management Secretary prepares and summarises the relevant information for presentation to the Risk Management Committee before the results are submitted to the Board of Directors for consideration.

Action Plans

- The Company implements enterprise risk management in a systematic and continuous manner under the COSO framework to support stable business operations and ensure an appropriate response to potential uncertainties. Risk management processes are integrated into the operations of all functions so that risks with potential impacts on the organisation are identified, analysed, and managed in a comprehensive manner. The process covers strategic, operational, financial, legal and regulatory risks, together with risks arising from external factors, particularly environmental, social, and governance (ESG) issues.

- The Company places importance on developing risk management knowledge and strengthening awareness among employees and executives at all levels through continuous training and knowledge-sharing activities. External specialists are invited to share approaches and experience in enterprise risk management to strengthen understanding of risk assessment processes and improve risk management capabilities across the organisation.

- The Company promotes risk management as a shared responsibility across the organisation, with an emphasis on participation and risk ownership within individual work processes. Risk assessment results are used in decision-making to improve risk prevention and mitigation efforts, support the achievement of business objectives, and are linked to employee performance evaluation. This approach is an important factor in the Company's long-term sustainable growth.

- The Company operates a comprehensive Enterprise Risk Management (ERM) system that covers risk identification, risk assessment, risk mitigation measures, risk monitoring, and risk reporting to the Board of Directors. This approach supports effective risk governance and aligns risk management with the Company's business direction.

- The Company places importance on business continuity management and information technology security as key mechanisms supporting operations during crisis situations. The Company has established and implemented a Business Continuity Plan (BCP). The plan covers IT system stability and security, the backup and protection of critical information, system recovery in emergency situations, and response measures for potential risk events. These measures support the rapid recovery of operations and help minimise business impacts. The Company also conducts regular training, testing, and reviews of the BCP to maintain preparedness, ensure that the plan remains responsive to changing risks, and maintain confidence among customers and business partners.

Business Growth

The Company recognises the importance of sustainable business growth amid changing customer demands and increasing competition in the real estate industry. Failure to develop products and services, adopt new innovations, create differentiation, and respond to changing consumer behaviour may result in lost market opportunities, reduced revenue, and financial liquidity risks.

The Company is therefore committed to developing products and services under the “ALL IS WELL” concept, which reflects a commitment to enhancing residents’ quality of life in a holistic manner. The concept extends beyond residential living and encompasses well-being, safety, convenience, and environmental sustainability.

Management Objectives and Targets

2025 targets

1. Increase corporate revenue by 35%.
2. Achieve 100% completion of construction activities in accordance with planned schedules.
3. Ensure that 100% of products meet quality standards and are transferred to customers in accordance with established targets.
4. Generate and implement at least two employee ideas per year for the development of products, services, and work processes.

Material Topic Management Approach

Innovation Development

The Company conducts studies and research to improve and develop products that respond to market needs. Product development is guided by the expectations and behaviours of target customers. The Company continuously seeks new innovations, processes, and knowledge to improve products and services under the Proud Well-being Principles. These principles serve as operational guidelines across the organisation. The Company also collaborates with business partners, organisations, institutions, and experts to support innovation development.

Employee Innovation Development Programmes

The Company focuses on systematically developing employees' innovation capabilities through training programmes that enhance knowledge of products, technology, and new concepts, and improve service quality. Innovation is also included as one of the performance evaluation criteria to promote a creative organisational culture and support long-term competitiveness.

The development of products and services to international standards

the Company develops products and services in line with international standards through the following processes:

1) Study customer and market needs to design products that meet customer expectations and respond appropriately to market demand.
2) Establish partnerships with specialists in various fields to strengthen product development and service delivery.
3) Develop marketing strategies to attract customers, increase sales, and strengthen customer loyalty to the Company's brand.

Construction Project Planning

The Company manages resources, controls quality, and tracks project progress to ensure that construction projects are completed in accordance with established targets. Risk assessments are conducted and contingency plans are prepared to address unexpected events.

Quality Control

The Company continuously inspects construction quality throughout all stages of the construction process.

Monitoring

The Company controls quality and evaluates service performance through the following key operational processes:

1) Planning and Design

Quality control begins with careful planning and detailed design. Product development takes into consideration the practical needs, safety requirements, material selection, and aesthetic preferences of target customers. The Company follows internationally recognised standards for healthy and environmentally responsible residential development, including Fitwel and LEED.

The Company also collects feedback from customers and sales representatives before and during the sales process. The information is used to support continuous product improvement and ensure that products respond effectively to customer needs. Examples include adjustments to room layouts and the addition of functional features.

2) Construction Quality Control

Construction quality is inspected at each stage of the construction process, such as structural works, electrical systems, plumbing systems, and other related works, to ensure compliance with approved specifications and established standards. Inspections are conducted together with specialist consultants in engineering, architecture, and other relevant disciplines to support project objectives and ensure strict compliance with regulations relating to construction impacts.

3) Final Inspection

A final quality inspection is conducted before project handover. The inspection covers all project details, such as paint finishing, decorative materials, and the operation of equipment and systems. This stage is conducted to ensure that no defects remain and that the project is ready for occupancy and use.

4) Sales Services

The Company develops and reviews standards for sales presentations and sales practices. Sales personnel receive close coaching from the Sales and Marketing Department. Service performance is evaluated through customer satisfaction surveys conducted after project visits. The results are used to monitor performance and further improve service quality.

5) After-Sales Service

The Company provides customer care from the property transfer and handover process onwards. The focus is on quality control through the inspection of potential issues that may arise after handover and prompt corrective action. A dedicated after-sales service team is available to provide support and enhance customer satisfaction.

6) Quality Assurance

The Company provides quality warranties for various components of its projects to strengthen customer confidence. The process covers customer coordination, warranties for structural and system works, and corrective services within the warranty scope. Customer satisfaction is also assessed following service delivery.

7) Residential Experience

The Company provides services within residential projects together with property management services to facilitate project management and access to common facilities. Service standards are monitored through customer satisfaction assessments conducted every six months.

Preventive and Corrective Measures

- Establish comprehensive risk management policies and plans, together with continuous risk assessment and mitigation measures, to prevent issues across the organisation.
- Prepare contingency plans for all construction projects.
- Continuously adjust marketing and sales strategies, particularly when sales performance does not meet established targets.
- Conduct research and market surveys to assess the feasibility of product and project development, including local demand and site development potential.
- Establish channels for receiving feedback and assessing customer satisfaction to support service improvements and ensure that issues are addressed promptly.

Action Plans

The Company designs its projects, services, and residential concepts in accordance with the Fitwel standard and conducts its business under the “ALL IS WELL” concept for sustainable well-being. Fitwel is a key development standard applied across all projects to enhance residents’ quality of life. It is a building certification standard that promotes the health and well-being of residents and is recognised internationally. Leading organisations worldwide have adopted Fitwel in the development of wellness residences.

Fitwel is a building certification system that focuses on creating environments that promote health and well-being. The system was developed by the U.S. Centers for Disease Control and Prevention (CDC) and the U.S. General Services Administration (GSA). Its objectives are to:

1) Improve the quality of life of residents, particularly their physical and mental well-being.
2) Increase satisfaction among residents and tenants through effective post-transfer management.
3) Enhance project value through an internationally recognised standard.

The criteria and building components under the Fitwel standard are shown in the figure below.

Performance

1. Project Development and Design

All condominium projects have obtained certification. In addition, one new project is currently undergoing the certification process and is expected to receive certification in the second quarter of 2026, which is The Residences at InterContinental Phuket Resort.

2. Services and Special Activities for Residents

Beyond after-sales services, the Company places great importance on creating a positive residential experience that reflects quality of life and physical and mental well-being. The Company has introduced additional services and special activities under the Fitwel concept. These activities are designed by certified Fitwel Ambassadors who are qualified to plan programmes that enhance service quality and resident activities. The activities are currently managed by Prompt Solution Management, an affiliated company responsible for property management services. As a result, resident satisfaction has continued to improve.

Activities under the Fitwel Standard

- Health and Wellness Yoga Activity (20 September 2025): 5 participants

- Merit-Making Activity for the New Year Celebration (2 January 2026): 32 participants

- New Year's Eve Fireworks Viewing Activity at the Rooftop of Veha Project (31 December 2025): 157 participants

- Beach Cleaning Activity (15 November 2025)

3. Online Healthcare Services for Worry-Free Living

The Company helps reduce concerns relating to the physical and mental health of residents by providing access to healthcare services and specialists from a range of service providers. This approach responds to different healthcare needs and price preferences and provides special privileges and discounts through participating hospital networks.

The Company currently provides access to telehealth services from two hospitals:

1) Proud Living x Bedee by BDMS

This service allows residents to access online medical consultations through the Proud Living application and the BeDee by BDMS platform.

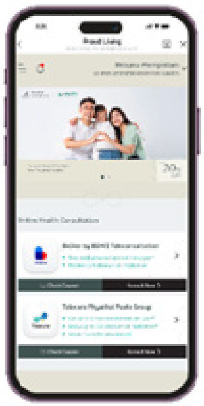
- Online consultations through video consultation services covering more than 20 medical specialties, such as cardiology, neurology, orthopaedics, mental health, and elderly care. Doctors, nurses, and specialists from various fields are available 24 hours a day.
- Same-day medication delivery from hospitals within the BDMS network directly to residents' homes.
- Free consultation with a nurse or pharmacist for the first 15 minutes to support preliminary assessment and determine whether consultation with a specialist is required.

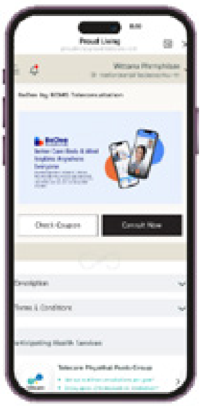
2) Proud Living x TeleCare Connect (Phyathai–Paolo)

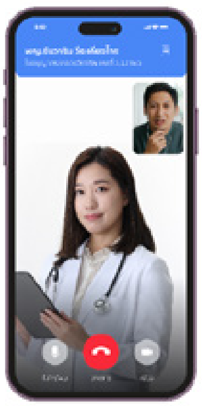
TeleCare Connect services from the Phyathai–Paolo Hospital Group are connected to the Proud Living platform to provide convenient access to online medical consultations.

- Video consultation services covering major medical fields, such as internal medicine, surgery, otolaryngology, dermatology, and paediatrics.
- Secure consultation services through the TeleCare Connect platform, with identity verification prior to consultation.
- Medical certificates and prescriptions are available when appropriate. Hospital appointments can also be arranged if further examination is required.

Example of Telehealth Services and Special Privileges Available through the Proud Living Application







Following promotion through the Proud Living platform, residents showed continued interest in telehealth services. BeDee by BDMS recorded 234 views and Phyathai Hospital services recorded 172 views, for a total of 406 views. These figures reflect residents' interest in accessing healthcare information through telehealth services.

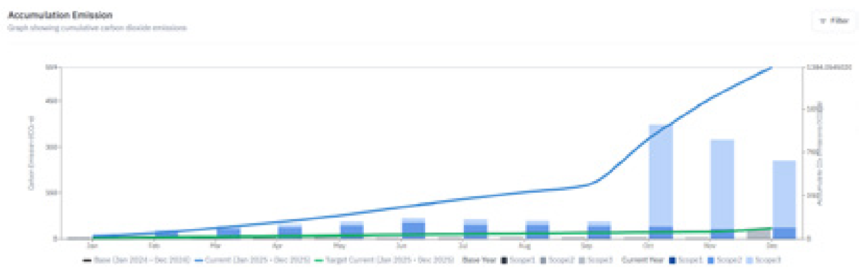
However, no actual telehealth service usage was recorded during the reporting period. The Company is currently monitoring user behaviour and planning measures to encourage future use of the services.

Overall resident satisfaction increased to 90% in 2025 (2024: 88%).

3) Carbon Accounting Platform

In 2025, the Company enhanced its data collection processes for greenhouse gas emission tracking by adopting a carbon management and assessment platform to improve the efficiency of employees involved in greenhouse gas management. The platform supports the calculation, collection, assessment, and monitoring of Carbon Footprint for Organization (CFO) data, making the process easier and providing a real-time overview of emissions across the organisation. The system can also be extended to individual project sites, allowing data to be recorded and compared over the long term. The Company uses Carbon Form by PEA, a platform developed by the Provincial Electricity Authority (PEA). In addition to its convenience and ease of use, the platform can directly retrieve electricity consumption data from the PEA system.

Example of a dashboard for monthly carbon emissions



Benefits of the Platform

- Reduced data collection consultancy costs by approximately tenfold, from THB 150,000 per year to THB 15,000 per year for system usage.
- Reduced the burden of collecting electricity bills and related documents from different locations, improving work efficiency by 10–30%.
- Provided real-time access to collected data without the need to wait for year-end reporting.

2025 Performance

Key Material Topic Indicator	2025 Target	2025 Performance
Corporate Revenue Growth	Increased by 35%	Increased by 47%
Construction Progress in Accordance with Plan	100%	100%
Product Quality Inspection Prior to Handover	100% of products pass inspection standards	100% of products passed inspection standards
Employee Ideas Implemented for Product, Service, and Work Process Development	2 ideas per year	4 ideas per year

Good Corporate Governance

The Company recognises that good corporate governance is a fundamental foundation for sustainable business operations and a key factor in building confidence among all stakeholder groups. The Company therefore places importance on management practices based on transparency, accountability, and auditability. At the same time, it continues to strengthen its organisational structure and operational processes to prevent corruption and foster a corporate culture founded on business ethics.

Operations conducted in accordance with good governance principles strengthen confidence among investors, customers, and business partners, and also support compliance with applicable laws and regulations. Standardised internal control and audit systems help reduce legal and operational risks, improve management efficiency, and support prudent business decision-making that aligns with the Company's long-term objectives.

The Company has also established governance policies and practices in line with international standards to meet stakeholder expectations and strengthen its competitiveness. These practices cover risk management, internal control, and corporate governance. Adherence to good governance principles also helps reduce operational errors and supports an environment that promotes stable and sustainable organisational growth.

At the same time, the Company recognises that weaknesses in corporate governance may create significant risks to business operations, including legal risks, reputational damage, and loss of stakeholder confidence. A lack of transparency or effective oversight mechanisms may lead to regulatory non-compliance, inappropriate use of resources, or unfair decision-making, which may adversely affect business performance and long-term business opportunities.

The Company therefore places importance on the continuous enhancement of its corporate governance system to manage relationships with stakeholders effectively, including shareholders, customers, regulatory authorities, and financial institutions. This serves as an important foundation for achieving business objectives and creating sustainable value over the long term.

Management Objectives and Targets

2025 Targets	Long-term Targets (3-5 Years)
1. Achieve a 4-star Corporate Governance Rating. 2. Achieve a score of more than 90 points in the AGM Checklist assessment. 3. Provide business ethics training to at least 50% of employees. 4. Obtain certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC).	1. Achieve a 5-star Corporate Governance Rating. 2. Achieve a full score of 100 points in the AGM Checklist assessment. 3. Provide business ethics training to 100% of employees.

Management Approach to Material Topics

The Company has strengthened its approach to material topics to ensure that business operations are conducted ethically, transparently, and responsibly in all dimensions. Measures have been established to address anti-fraud and anti-corruption practices, the prevention of conflicts of interest, and personal data protection in order to build confidence among both internal and external stakeholders. The Company promotes awareness of business ethics among employees at all levels and provides secure and confidential whistleblowing channels, together with protection measures for individuals who report concerns in good faith. At the same time, the Company oversees suppliers and business partners to ensure that their operations are aligned with principles of social and environmental responsibility. In addition, the Company regularly reviews and updates its corporate governance policies and practices to ensure alignment with changes in the business environment, applicable laws and regulations, and international standards. These efforts provide an important foundation for strengthening the Company's credibility, competitiveness, and long-term sustainable growth.

Whistleblowing and Complaint Management Process

The Company has a whistleblowing policy requiring employees who become aware of conduct that may constitute fraud or corruption involving the Company to report it without delay and cooperate in any related investigation. All whistleblowing information and the identity of the whistleblower are kept confidential to ensure appropriate protection.

Any person may submit a complaint regarding bribery, corruption, or other misconduct through the following channels:

1. Direct Supervisor (Manager level or above)
1. Online Channels
    - Line: @proudrealestate
    - Facebook Page: Proud Real Estate
    - Email: info@proudrealestate.co.th
    - Website: https://www.proudrealestate.co.th/
3. Offline Channel

    Audit Committee or Legal and Company Secretary Department

    Proud Real Estate Public Company Limited
    548 One City Centre Building, 19th Floor,
    Phloen Chit Road, Lumphini, Pathum Wan,
    Bangkok 10330

Upon observing, suspecting, or receiving an allegation of misconduct or fraud, the relevant supervisor must notify the Legal Department within seven days so that an investigation can be conducted in accordance with established procedures.

Complainants are encouraged to complete the complaint form to provide information necessary for the investigation.

Anonymous Complaints

The Company encourages complainants to disclose their identity and contact details to facilitate the investigation and the collection of additional information where necessary.

Where a complaint or allegation is submitted anonymously, the investigation will be limited to the information provided in the complaint.

Reporting

The Good Corporate Governance and Sustainable Development Working Group reports a summary to the Executive Committee and reports to the Board of Directors at least once a year. Relevant information is also disclosed in the annual Sustainability Report.

The Company has established corrective measures and disciplinary actions to prevent repeated misconduct. Actions are determined according to the circumstances of each case as follows:

1. Employees who commit misconduct are subject to disciplinary action in accordance with Company regulations.
2. Where the misconduct constitutes a violation of applicable laws, the offender may also be subject to legal penalties.

The Company also places importance on providing appropriate and fair remuneration for directors and senior executives based on performance evaluations and clearly defined indicators. This approach promotes effective performance and supports organisational development. Remuneration that is not aligned with performance may affect employee satisfaction and motivation.

Tax Policy

The Company's tax policy is centred on strict compliance with applicable tax laws and regulations, with an emphasis on accurate and transparent tax practices as an expression of social responsibility and a means of building confidence among all stakeholder groups. Sound tax practices also reduce the risk of non-compliance with tax laws and regulations and support the long-term sustainability of the organisation. This approach supports transparent and compliant business operations and contributes to organisational stability in all dimensions.

Company also places importance on making full and lawful use of available tax benefits, such as tax deductions and tax refunds, in order to manage tax matters efficiently. This approach strengthens the Company's competitiveness and supports transparent and compliant business operations.

For more details, please refer to the Tax Policy.

https://www.proudrealestate.co.th/sustainability/corporate-governance/

Action Plans

1. The Company provides training for directors, executives, and employees at all levels to strengthen knowledge and understanding of Enterprise Risk Management (ERM) and ESG practices. The training focuses on identifying, assessing, and managing risks that may affect business operations. It also promotes the integration of environmental, social, and governance considerations into decision-making processes. These efforts improve management effectiveness and support sustainable organisational growth.
2. All new employees are required to acknowledge the Code of Conduct, which sets out the Company's working rules and ethical standards. This approach allows the Company to ensure that employees understand and accept these standards from the beginning of their employment. The Company also provides complaint channels, reports monitoring results, and discloses the number of Code of Conduct violations.
3. The Company has obtained certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) to support anti-corruption efforts.
4. The Company has received an ESG Rating of A. This rating reflects effective environmental, social, and governance performance in accordance with internationally recognised standards. The assessment results are used as a basis for the continuous improvement of its ESG performance in order to maintain standards and strengthen stakeholder confidence over the long term.

2025 Performance

Key Material Topic Indicator	2025 Target	2025 Performance
Corporate Governance Rating	4-star rating	4-star rating
AGM Checklist Assessment	More than 90 points	99 points
Employees Receiving Enterprise Risk Management Training	At least 50% of employees	100% of employees

Sustainable Supply Chain Management

Contributions to the United Nations Sustainable Development Goals (UN SDGs)

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

Material Topics on Sustainability	Sustainable Supply Chain Management	Level of Importance: Medium-High

The Company has established a supply chain management strategy that integrates environmental, social, and governance (ESG) principles into procurement processes to promote transparency, fairness, accountability, and compliance with applicable laws and regulations. This strategy supports the Group's sustainable business operations. The Company places importance on the systematic selection and management of suppliers. Suppliers are required to be registered on the Approved Supplier List, and supplier status is reviewed regularly. Assessment results relating to quality, safety, human rights, environmental performance, and sustainability risks are incorporated into decisions regarding supplier selection, contract renewal, and long-term supplier development. The Company also promotes fair price competition, reduces risks associated with dependence on a single supplier, and supports the procurement of quality products and services at reasonable and competitive prices. Consideration is also given to innovations and solutions that help reduce environmental impacts. These efforts support cost efficiency, project continuity, and long-term organisational competitiveness.

Management Objectives and Targets

2025 Targets
• At least 85% of all new suppliers acknowledge and comply with the Company's Supplier Code of Conduct.
• Key suppliers with annual transaction values exceeding THB 25 million undergo ESG risk assessments.
• Increase the proportion of environmentally friendly products and services procured.

Management Approach to Material Topics

The Company has established a supply chain management strategy that integrates environmental, social, and governance (ESG) principles into procurement processes to promote transparency, fairness, accountability, and compliance with applicable laws and regulations. This strategy supports sustainable business operations.

The Company places importance on the systematic selection and management of suppliers. All suppliers are required to be registered on the Approved Supplier List, and supplier status is reviewed regularly. Assessment results relating to quality, safety, human rights, environmental performance, and sustainability risks are considered in supplier selection, contract renewal, and long-term supplier development.

The Company also promotes fair price competition, reduces dependence on a single supplier, and supports the procurement of quality products and services at reasonable and competitive prices. Consideration is also given to innovations and solutions that help reduce environmental impacts. These efforts support cost efficiency, project continuity, and the Company's long-term competitiveness.

Existing Suppliers

The Company evaluates the past performance of suppliers and contractors against established requirements and standards prior to procurement activities. All key suppliers are required to complete economic and sustainability risk assessments through a Self-Assessment Questionnaire (SAQ). The Company has also established a preliminary qualification screening process as part of its new supplier selection procedures.

New Suppliers

All new suppliers are required to undergo sustainability risk assessments covering economic, social, environmental, and governance (ESG) risks through a Self-Assessment Questionnaire (SAQ). New suppliers must achieve the required assessment score and demonstrate that no economic, social, environmental, or governance risks are identified. In addition, all new suppliers are required to acknowledge the Company's Supplier Code of Conduct before engagement.

Suppliers that do not meet the assessment criteria or present identified risks must submit preventive or corrective measures together with a clear follow-up plan for the Company's review and approval before being registered on the Approved Supplier List.

Supplier Risk Assessment and Development

The Company assesses supplier-related risks based on the following criteria:

- Product quality complies with purchase order specifications.
- Installation quality meets required standards and work is completed according to agreed schedules.
- Personnel and service quality.
- Suppliers maintain adequate installation teams and employ legally compliant labour.
- Suppliers are able to perform work in accordance with project schedules.
- Suppliers demonstrate the knowledge, capability, service quality, and problem-solving skills required to support project operations.
- Pricing is transparent and comprehensive, with suppliers able to maintain agreed pricing throughout the project and provide product warranties in accordance with contractual requirements.
- Key suppliers undergo ESG risk assessments.
- The Company supports supplier development to enhance operational efficiency and overall performance.
- Training programmes are provided to strengthen suppliers' knowledge and capabilities in accordance with project standards, such as:
  - Gypsum plasterboard installation training.
  - Training on the proper installation of autoclaved aerated concrete (AAC) blocks in accordance with applicable standards.
- The Company also works closely with suppliers to develop long-term partnerships based on mutual communication and feedback. This collaboration may extend to the development of innovative products and services that create value for the Group, suppliers, customers, and society.

Quality Supplier Selection

Suppliers are evaluated prior to registration based on:

- Company background information
- Equipment and machinery used in operations
- Personnel readiness and availability
- Past performance records
- Annual contract value
- Site visits to supplier factories and completed projects
- Consideration is given to environmentally friendly products and solutions with minimal environmental impacts through the assessment process, based on the concept and architectural specifications of each project. This assessment may not apply to all projects.
- A supplier screening process is established prior to engagement with the Group, particularly for high-value procurement activities. The screening criteria cover the following areas:
  - Reliability and financial management capability, assessed based on reputation and experience
  - Business expertise, customer references or project portfolios, absence of records relating to abandoned contracts with government agencies or private companies, registered capital, financial position, and operating performance
- Environmental standards and human rights principles are incorporated into the Supplier Code of Conduct and procurement contracts. Supplier performance evaluation mechanisms are established and implemented by the responsible functions.
- Suppliers are classified according to their level of significance (e.g. Critical Tier 1). The classification process includes:
  - Spend Analysis.
  - Critical Analysis of products and services.
  - Dependent Analysis.
  - ESG Risk Assessment.

The assessment results are used to establish mitigation measures to reduce potential impacts on business operations and the Group's reputation arising from supplier-related risks.

Action Plans and Programmes

Project
1

Implement ESG sustainability assessments for key suppliers.

Project
2

Increase the procurement of environmentally friendly products and services.

Project
3

Conduct joint CSR initiatives with suppliers to support community development.

2025 Performance

Critical Tier 1 Suppliers	6 suppliers
Critical Tier 1 Suppliers as a Percentage of Total Suppliers	1.18% of total suppliers
Critical Non-Tier 1 Suppliers	13 suppliers
Critical Non-Tier 1 Suppliers as a Percentage of Total Suppliers	2.57% of total suppliers

ESG Risk Assessment Results for Suppliers

Suppliers Subject to ESG Risk Assessment	506 suppliers (100% of total suppliers)
Suppliers Identified with ESG Risks	None identified
Suppliers Completing ESG Risk Assessment	506 suppliers (100% of total suppliers)
ESG Risk Issues Identified and Management Actions	No supplier-related ESG risk issues identified

Payment Terms for Suppliers

The Company has established a policy and guidelines for supplier payments through a Credit Term Policy. Under this policy, payments are made to suppliers within 30–40 days. The actual average payment period to suppliers is as follows:

Average Accounts Payable Days (AP Days)	2022	2023	2024	2025
	40 days	38 days	35 days	32 days

In addition, the Company implemented three supplier development initiatives to promote sustainable business practices among suppliers. A total of six suppliers benefited from these initiatives. Key activities are summarised below:

1. **Restart Center – Vocational Development and Employment Opportunities for Former Offenders**

   This marked the second year of the programme. The Company continued its collaboration with BIG Trees, Tung Ton Dee School (TIJ), Nonthaburi Provincial Prison, and business partners to support the development of arborist careers for inmates and former offenders. The programme also promoted employment opportunities after release through the Restart Center initiative. In partnership with TOA Paint (Thailand) Public Company Limited, training was provided under the "Painting and Chemical Products Technician" programme. The programme also supported employment opportunities for former offenders preparing to return to society through a Job Matching system that connected applicants with partner companies in fields such as transportation, construction, electrical work, and driving. During the year, 24 individuals applied to participate in the programme.

2. **Wellness District – Kamala, Phuket**

   The Company collaborated with TOA, LIXIL, Habita Architects, Plandscape, BeDee by BDMS, Bangkok Siriroj Hospital, the Thai Red Cross Society, Village Health Volunteers, InterContinental Phuket Resort, Andamanda Phuket, and the Kamala Subdistrict Administrative Organisation to develop a model healthy community under the Wellness District initiative in Kamala, Phuket. Activities were conducted at Ratchaprachanukroh 36 School, Phuket Province, with the objective of promoting sustainable well-being, strengthening local communities, and improving the quality of life of people in Phuket.

3. **Wellness District – Hua Hin**

   The Company continued the Wellness District initiative in Hua Hin for the second consecutive year to promote holistic community well-being through preventive healthcare services. Activities included health screenings and the administration of more than 300 vaccine doses, with support from BeDee by BDMS and medical professionals from Bangkok Hospital Hua Hin. The programme aimed to improve access to quality healthcare services for people in the local community. The Company also promoted environmental awareness among young people through waste segregation education activities for students at Thetsaban Wat Nong Kae School in collaboration with Oklin (Thailand) Company Limited.

Building a Better, Sustainable Life and Empowering Strong Communities.

Customer Relationship Management

The Company places importance on service quality and customer experience throughout every stage of customer engagement, from project visits and purchase decisions to ownership transfer and residential living. Customer experience has a direct impact on brand confidence, word-of-mouth recommendations, repeat purchases, and the Company's long-term reputation. Systematic customer relationship management therefore plays an important role in reducing complaints, improving service efficiency, and building lasting relationships between the Company and its residents. These efforts help foster long-term trust and create opportunities for future recommendations and repeat purchases.

Management Objectives and Targets

Key Material Topic Indicator	2025 Target	Long-Term Target (3–5 Years)
Overall customer satisfaction following project visits	Average score above 4.0 or 80%	Average score above 4.5 or 90%
Overall resident satisfaction with living experience within the project	Average score above 4.0 or 80%	Average score above 4.5 or 90%
Resident complaints resolved within the specified timeframe	85%	90%

Management Approach to Material Topics

The Company's customer relationship management policy is guided by the following principles:

1. **Understanding Customers**
    - Customer Database Development: The Company collects customer profile, interests, and purchasing behaviour data to better understand the needs and preferences of different customer groups.
    - Customer Segmentation: Customers are classified based on factors such as age, income, housing preferences, and price range to support the development of residential projects and services that meet specific customer needs.
    - Data Collection and Usage Controls: Customer data is managed in strict compliance with the Personal Data Protection Act (PDPA) and the Company's data protection requirements.

2. **Delivering Services that Meet Individual Customer Needs**
    - Accurate and Relevant Communication: Information and services are provided in line with the needs and preferences of individual customers through project information, marketing materials, trained sales representatives, project progress updates, and targeted promotional communications.
    - Service Excellence Across All Functions: Employees are continuously developed through training, practical experience, and supervisory support. Service delivery focuses on courtesy, responsiveness, accuracy, and a genuine understanding of customer needs.
    - After-Sales Service: The Company gathers customer feedback after purchase, communicates project activities, addresses post-sale issues, and maintains project facilities and common areas to support a positive ownership experience.

3. **Creating a Positive Ownership Experience**
    - Quality Products and Services: Products and related services are delivered in accordance with established quality standards and contractual commitments, supported by appropriate warranty coverage and long-term customer care.
    - Resident Care Platform: The Proud Living Platform enables residents to communicate with project management teams, access property information, pay utility and service fees, submit maintenance requests, access privileges and benefits, and receive project updates.
    - Community-Building Activities: The Company organises activities that encourage interaction among residents and promote well-being and quality of life. Activities include health and wellness programmes, social gatherings, and community engagement initiatives that strengthen relationships between residents and surrounding communities.

4. **Customer Retention and Long-Term Relationships**
    - Proud Privilege Programme: Residents enjoy exclusive benefits through Proud Privilege, including special offers and discounts from the Company's partners. The programme is designed to support sustainable well-being and enhance the quality of life of residents and their families throughout their residency.
    - Membership-Based Benefits: Additional privileges and personalised services are provided based on membership tiers and accumulated purchase value to better meet the needs of different resident groups.
    - Referral Programme: Incentives such as commissions or discounts are offered to customers who refer family members or acquaintances to purchase properties within the Company's projects. The programme also encourages existing customers to support brand credibility through positive recommendations.
    - Ongoing Satisfaction Assessments: The Company regularly collects feedback from customers and residents to evaluate service standards, identify concerns, and implement continuous improvements. The assessment process also helps the Company provide appropriate support to customers who may require additional assistance or personalised care.

5. **Technology for Customer Management and Data Analysis**
    - CRM System: Customer relationship management (CRM) systems are used to record and analyse customer information, supporting decision-making related to marketing, project development, and customer service.
    - Data Analytics for Service Improvement: Customer data is analysed to enhance services and improve project development in line with customer needs and expectations.

Action Plans

1. Customer and resident relationship management: The Company manages customer and resident relationships through the following framework:

1 Acquire	2 Retain	3 Extend
Building positive relationships with new customers through sales activities and after-sales services.	Maintaining customer and resident engagement through various communication channels and activities, supported by effective responses to feedback, enquiries, and concerns.	Strengthening long-term relationships through the continuous development of products and services that respond to customer needs in all dimensions.

2. Project visitor satisfaction assessment: Customer satisfaction surveys are conducted to monitor and continuously improve sales approaches, products, and services. Assessment areas include:
    1) Sales staff service quality and information provided
    2) Readiness of project facilities, premises, and equipment
    3) Overall project impression

3. Resident satisfaction assessment: Resident satisfaction surveys are conducted to support the continuous improvement of after-sales services and property management operations. Assessment areas include:
    1) Product quality
    2) Service quality
    3) Brand image and confidence in the Company

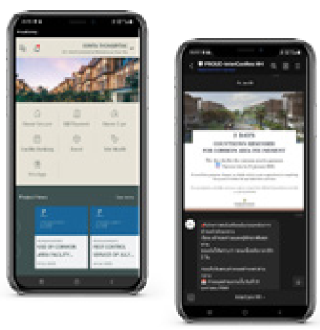
4. Proud privilege programme: The Company provides benefits and activities for residents through the Proud Privilege programme. Referral incentives are also offered to residents who introduce friends or acquaintances to become customers of the Company's projects.
5. Customer feedback and complaint channels: The Company has expanded communication channels to enable customers and residents to provide feedback or submit complaints through the Official LINE Account (LINE OA).
6. Improvement Plans Based on Resident Feedback in 2025:
    1) Improve maintenance and repair quality by strengthening service teams to ensure prompt issue resolution.
    2) Reduce maintenance-related complaints by 20% within six months through enhanced issue-tracking systems and additional communication channels.
    3) Improve maintenance quality control through scheduled building inspections and the use of technology to monitor maintenance activities.
    4) Increase resident engagement through board game activities, discussion forums, and quarterly feedback meetings.
    5) Promote physical and mental well-being through art therapy, yoga, and fitness activities, while expanding green spaces and relaxation areas.

2025 Performance

In 2025, customer and resident satisfaction survey results identified key recommendations for improving products and services, enhancing communication channels, and strengthening privilege management to further improve the customer and resident experience.

Key Material Topic Indicator	2025 Target	2025 Performancce
Overall customer satisfaction following project visits	Average satisfaction score at a high level (4.0 points or 80%)	91%
Overall resident satisfaction with living experience within the project	Average satisfaction score at a high level (4.0 points or 80%)	90%
Complaints resolved within the specified timeframe	85%	93%

In 2025, the Company used customer and resident satisfaction assessment results as input for the development of projects and activities to enhance its products and services. These initiatives were designed to better address the needs of customers and residents. Key initiatives included the following:

Feedback / Issues Identified	Improvement Actions	Results Achieved
• Proud Privilege benefits were used relatively infrequently, as some benefits were not relevant to residents on a regular basis. • Benefit utilisation rates remained low relative to the number of benefits offered, indicating that some privileges may not fully address residents' actual needs or encourage repeat usage.	• Expanded the Proud Privilege programme by introducing more frequently used everyday benefits, such as food delivery discounts and restaurant privileges that residents can use on a regular basis. • Introduced Surprise Privileges to encourage engagement through activities and lucky draws, including opportunities to win concert tickets and participate in special events such as fireworks viewing and project -organised running events. • Enhanced communication through the Official LINE Account (LINE OA) to make benefits easier to access and understand. Notifications of new privileges were also introduced to encourage greater utilisation of available benefits.	• Registrations and benefit utilisation increased steadily following the enhancement of benefits to better align with residents' needs. • The average utilisation rate reached 127.7%, reflecting more frequent use of benefits, particularly Everyday Privileges and special activities such as concerts and running events, which increased resident engagement. • Resident satisfaction reached 85.4%, and resident feedback was used to further improve benefits and activities in subsequent programmes.
• Post-Transfer Customer Satisfaction Monitoring	• Enhanced post-transfer customer satisfaction monitoring through additional customer feedback channels to support the continuous evaluation of service standards and timely customer assistance. - Online customer satisfaction surveys - Direct follow-up by the Customer Relations team to provide timely assistance.	• Average customer satisfaction score at a high level: 4.0 points (80%) • 2025 Performance: 4.0 points (80%)
• A need for greater convenience in contacting the property management office and accessing common area services was reported.	• The Company launched an enhanced Proud Living Platform to improve convenience and increase the utilisation of resident benefits. Key features include: - Integration with the Official LINE Account (LINE OA) - Tier-based privileges for different membership levels - Home management functions, such as benefit-sharing options for household members and tenants - Online healthcare consultation services	• The enhanced Proud Living Platform became operational in the second quarter of 2025 as planned. - The platform was successfully implemented according to the planned timeline. - Communication efficiency improved through more effective delivery of information and updates to residents. 

Feedback / Issues Identified	Improvement Actions	Results Achieved
• Additional activities and amenities were requested	• Expanded resident feedback channels. • Introduced Fitwel-based activities to promote physical and mental well-being and strengthen community engagement: 1. Physical Health: Yoga, fitness, walking, running, and cycling activities. 2. Mental Health: Meditation, painting activities, and community-building programmes.	• Registrations and benefit utilisation increased steadily following the enhancement of benefits to better align with residents' needs. • The average utilisation rate reached 127.7%, reflecting more frequent use of benefits, particularly Everyday Privileges and special activities such as concerts and running events, which increased resident engagement. • Resident satisfaction reached 85.4%, and resident feedback was used to further improve benefits and activities in subsequent programmes.
• Project updates and information were not received on a regular basis.	• Regular updates and news are sent to residents through consistent communications. • Communication channels preferred by residents, such as email or WhatsApp, are expanded to improve accessibility. • Opinion surveys are provided so residents can share their feedback and views.	• Resident satisfaction with project communications and updates stood at 87%, an increase from 86% in 2024.

ENVIRONMENT DIMENSION

Climate Change Risk Management

Contributions to the United Nations Sustainable Development Goals (UN SDGs)

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Material Topics on Sustainability	Environmentally Friendly Construction Management	Level of Importance: Medium-High

Environmentally Friendly Construction Management

The Company places importance on construction management with environmental consideration throughout its entire project lifecycle, from planning and design to construction and project handover. The Company focuses on promoting the development of energy-efficient buildings in line with green building standards. This includes appropriate selections of environmentally-friendly, durable, and sustainable materials and products, as well as control of air pollution and construction waste management.

These efforts are undertaken to ensure compliance with relevant environmental standards while maintaining construction quality. They also minimize impacts on surrounding communities and stakeholders and strengthen confidence and acceptance among consumers, investors, and society. The Company believes that responsible environmental construction management is a vital foundation for long-term sustainable real estate development.

Objectives and Management Targets

2025 Targets

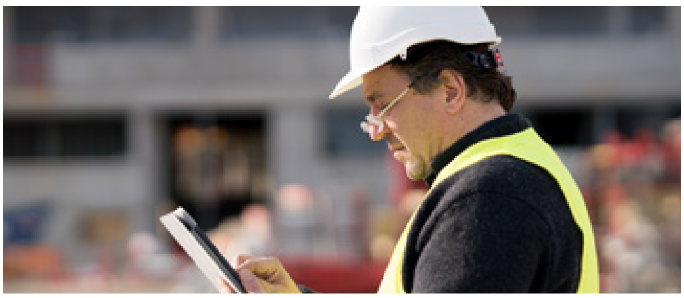
- Develop a systematic waste management system for construction sites.
- Promote effective soil management, particularly with respect to fill soil, through the appropriate reuse of soil generated from excavation and site grading activities.
- Promote the use of renewable energy through the installation and utilization of electricity from solar energy systems (Solar Cell) at construction sites.

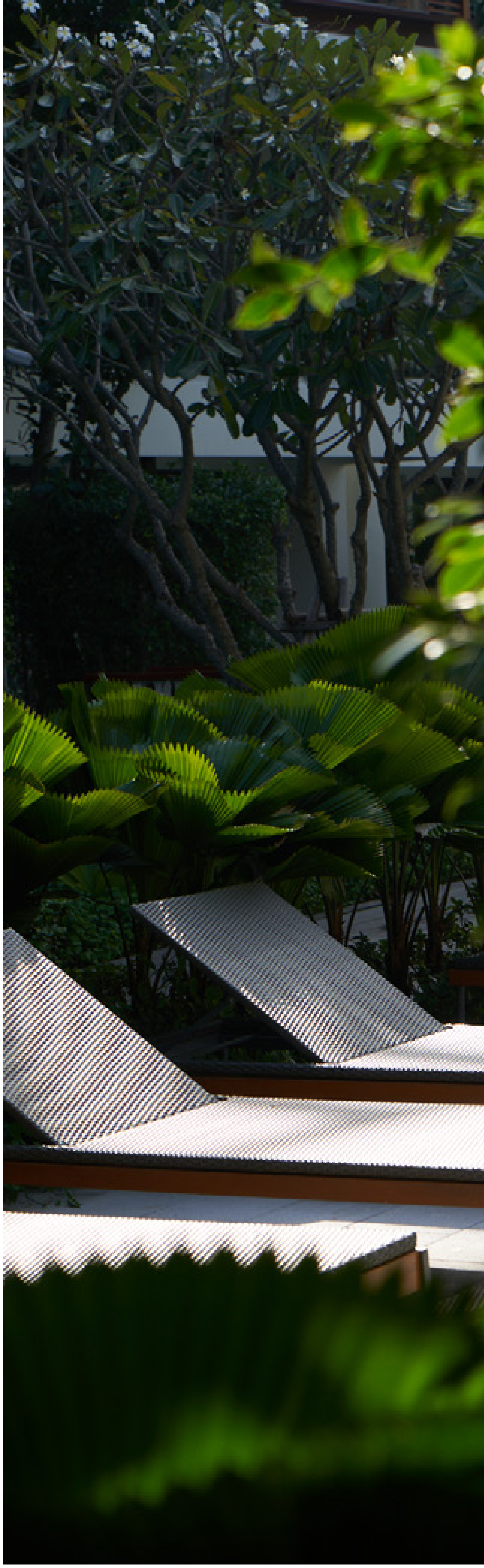
Management Approach

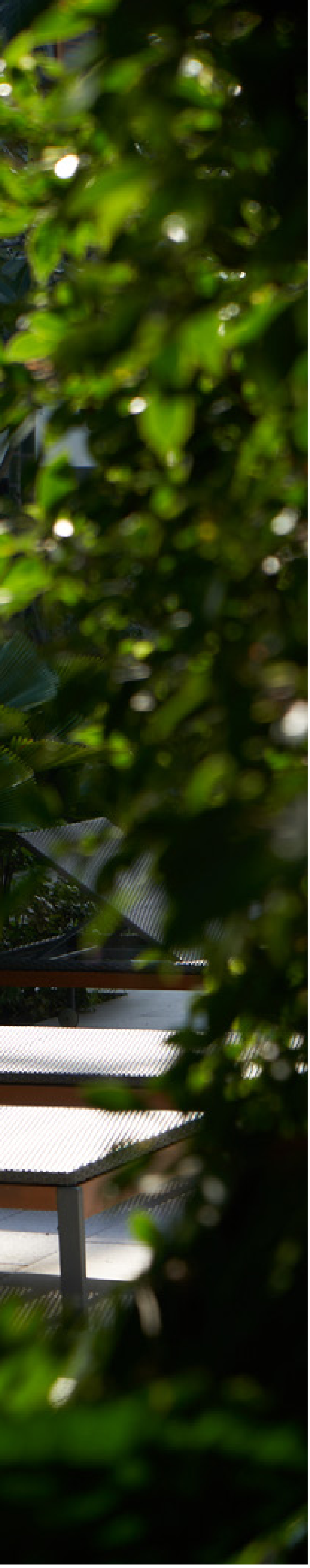
The Company integrates environmental management throughout the construction value chain with the objective of minimizing environmental and community impacts while enhancing project development standards in alignment with green building principles and internationally recognized ESG assessment frameworks. The Company's practices cover the efficient use of energy and resources, the selection of environmentally friendly and durable construction materials, the control of construction-related pollution, and systematic waste management. These practices help reduce environmental and regulatory risks, strengthen stakeholder confidence, and support the Company's long-term sustainable growth.

Operational Plan

- Develop design concepts for acoustic elements in sculptures to enhance children's perception and learning while creating a pleasant atmosphere and aesthetic value within project developments.
- Study and analyze project development approaches adopted by competitors and conduct brand classification across different market segments to support the design and development of future projects.
- Research and select construction and decorative materials that have received the Green Label certification or possess environmentally friendly properties for consideration in the design and construction process.
- Design built-in furniture and wardrobes with a focus on user safety by minimizing sharp edges and corners to reduce accident risks, particularly for the elderly and young children.
- Develop bathroom fixture design guidelines appropriate for elderly and disabled users, starting with implementation in the VEHHA project, to accommodate residents of all age groups.
- Study and develop safety railing systems for large sliding windows to enhance safety while maintaining convenience of use and long-term maintenance efficiency.
- Promote the allocation of green spaces within projects at a proportion exceeding the requirements of applicable laws.







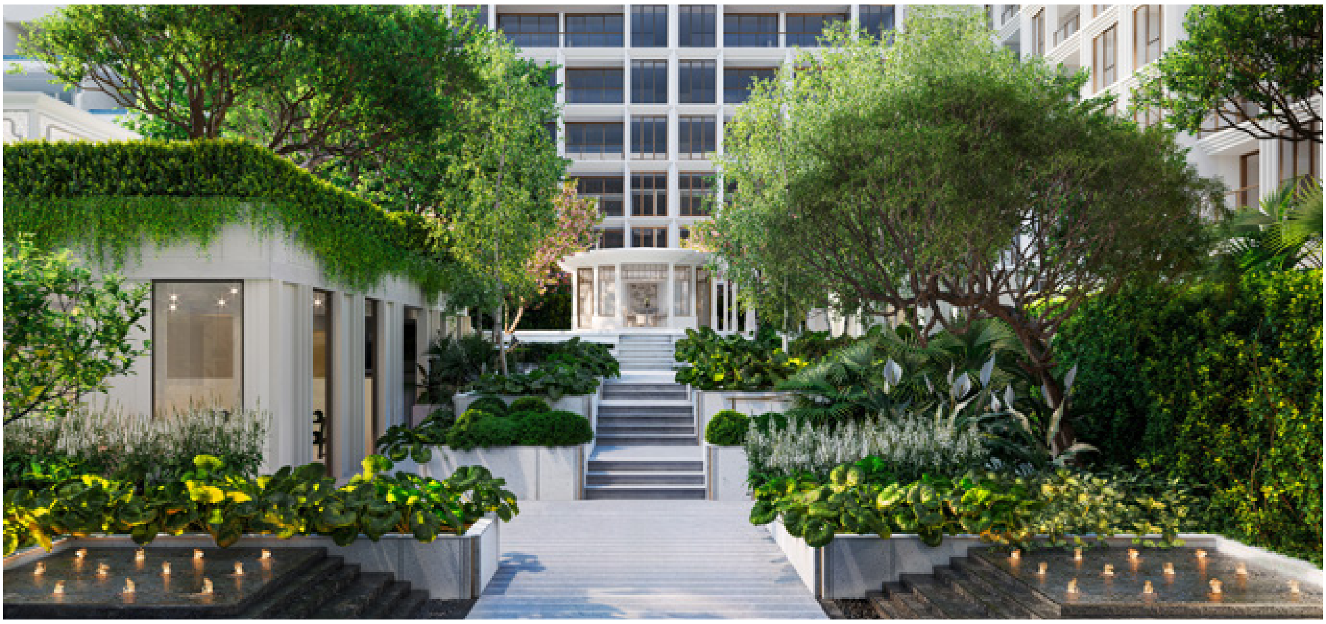
Green Space Projects

Project	Required Green Space Area (sq.m.)	Green Space Area Provided (sq.m.)
InterContinental Residences Hua Hin	1,278.00	3,015.08
VEHHA Hua Hin	1,742.00	2,472.20
ROMM Convent	892.00	909.99
VARUNN Chaengwattana-Ratchapruek	861.16	1,335.90

2025 Performance

Indicator	Target	2025 Performance
Number of significant environmental law violations, complaints, and fines	0 cases	0
Percentage of construction materials certified with environmental labels	20% of decorative materials used in all projects developed by the Company	20%
Percentage of projects certified under green building or healthy building standards	25% of all projects developed by the Company	80%
Percentage of projects in compliance with legally prescribed air emission requirements	100%	100%

Environmental Conservation and Protection



The Company recognizes that environmental management is a key factor in sustainable business operations. This covers energy consumption, water usage, waste management, and efficient resource utilization. These issues not only directly affect the environment but also impact stakeholders throughout the value chain, including the quality of life of employees, communities, and society as a whole.

The Company therefore strives to minimize environmental impacts arising from its operations by complying with relevant laws and standards while promoting circular economy principles, waste reduction, and efficient resource utilization. These efforts support balanced and sustainable business growth under the concept of "ALL IS WELL - A Life of Sustainable Well-being."

Objectives and Management Targets

2025 Targets

- Reduce operational waste volumes through waste segregation and beneficial reuse.
- Reduce electricity consumption per unit area at the head office compared with 2024.
- Reduce water consumption per unit area at the head office compared with 2024.

Operational Plan

Waste Management

The Company recognizes that effective waste management is one of the key mechanisms for reducing greenhouse gas emissions generated from its operations, particularly by minimizing the volume of waste that must be disposed of through landfill or incineration, which are direct sources of greenhouse gas emissions. The Company therefore implements the “Waste to Worth” project under the Circular Economy concept and the 3R principles (Reduce, Reuse, and Recycle) to add value to waste materials and mitigate long-term environmental impacts.

In 2025, the Company promoted waste segregation at source by providing appropriate waste sorting stations within its head office according to waste categories. The Company also communicated and raised awareness among employees regarding proper waste separation practices to ensure that waste could efficiently enter recycling and reuse processes. These efforts reduced the amount of waste requiring disposal and decreased the consumption of virgin natural resources.

These initiatives contribute to reducing greenhouse gas emissions from waste disposal processes, both directly and indirectly. They also promote efficient resource utilization and form part of the Company’s long-term pathway toward achieving its net-zero greenhouse gas emissions target.

Performance

The Company recycled 0.078 tonnes of waste generated from head office operations. This reduced the amount of waste that required disposal and supported the reduction of greenhouse gas emissions from the Company’s operations.

Energy Management

The Company operates its business with efficient energy management to reduce electricity consumption within its office premises and promote appropriate energy-use behaviors among employees.

In 2025, the Company encouraged employees to use electrical appliances only when necessary and to switch off equipment when not in use. Regular communication was also conducted through internal organizational channels to build awareness of efficient energy use.

Performance

Electricity consumption intensity at the head office was 47.42 kWh per square metre. The figure was 10.87% higher than in 2024. In 2024, the Company operated primarily under a Hybrid Working model, and Back Office employees only began returning to onsite work in October 2024. In 2025, the Company operated onsite throughout the year. Electricity consumption therefore increased.

Water Management

The Company recognizes the importance of water resources as a fundamental resource for ecosystems and society. Although water is not a primary resource in the Company's core business, the Company remains committed to efficiently managing water use within its offices to reduce resource losses and environmental impacts.

In 2025, the Company carried out water conservation awareness campaigns through communication and the placement of reminder notices in water-use areas. Reporting channels were also provided for employees to report water leakages for prompt corrective action and resolution to reduce unnecessary water losses and improve the efficiency of water resource use.

Performance

Water consumption intensity at the head office was 0.19 m^3 per square metre. The figure was 18.75% higher than in 2024. In 2024, the Company continued to implement hybrid working for most employe, and Back Office employees returned to work onsite in October 2024. In 2025, the Company operated onsite throughout the year. As a result, water consumption increased.

2025 Performance

Indicator	Target	2025 Performance
Electricity Consumption per Unit Area (Head Office)	5% reduction compared to 2024	Total electricity consumption per unit area: 47.42 kWh/sq.m., an increase of 10.87% compared with 2024.
Water Consumption per Unit Area (Head Office)	5% reduction compared to 2024	Total water consumption per unit area: 0.19 m^3/sq.m., an increase of 18.75% compared with 2024.
Proportion of Waste Directed to Recycling Processes	Disclose waste recycling data	A total of 0.078 tonnes of waste directed to recycling.

Climate Change Management

The Company recognizes that climate change is a significant issue that affects the real estate sector in both the short and long term. Accordingly, the Company places importance on managing and mitigating climate-related impacts, based on the principle of environmentally responsible business operations combined with risk management, to enhance the long-term stability and sustainability of the organization.

Climate change may affect the Company across multiple dimensions, for example, risks from increasingly severe natural disasters that could affect construction, operations, and project delivery; rising trends in energy and resource costs; and growing stakeholder expectations regarding environmentally friendly project development. The Company therefore focuses on integrating environmental considerations into project development processes, promoting efficient resource utilization, and minimizing environmental impacts in order to enhance its competitiveness and create sustainable value for all stakeholder groups.

Objectives and Management Targets

- Achieve carbon neutrality for Scope 1 and Scope 2 greenhouse gas emissions by 2040.
- Achieve net-zero greenhouse gas emissions for Scope 1 and Scope 2 by 2050.

Management Approach

The Company adopts the Carbon Footprint for Organization (CFO) and Carbon Footprint of Product (CFP) standards established by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) as frameworks for data collection, calculation, and disclosure. This ensures accuracy, transparency, and verifiability. The guidelines promote climate change risk management, elevate sustainable project development, and strengthen stakeholder confidence over the long term.

Operational Plan

- In 2025, the Company conducted an assessment and measurement of Scope 1, Scope 2, and significant Scope 3 greenhouse gas emissions. This covered both greenhouse gas emissions and removals from the operations of Proud Real Estate Public Company Limited under the Company's direct operational control. The assessment covered the head office and five operating entities, namely Hua Hin Alpha 71 Co., Ltd., Hua Hin Sky Living Co., Ltd., Convent Beta Co., Ltd., Proud Horseshoe Co., Ltd., and The Estate 345 Co., Ltd. The greenhouse gas inventory report was externally verified and assured by the Management System Certification Institute (MASCI). The Company also plans to submit the greenhouse gas assessment results of its head office for Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO).
- The Company conducted climate change risk assessments covering both physical and transition risks in order to identify potential operational impacts. The assessment results were also used as supporting information for the development of climate change risk management guidelines.

2025 Performance

Indicator	2025 Performance
Total Greenhouse Gas Emissions	413
Scope 1 Emissions	24
Scope 2 Emissions	389

SOCIAL DIMENSION

Employee Capability Development

Contributions to the United Nations Sustainable Development Goals (UN SDGs)

2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Material Topics on Sustainability	Employee Capability Development	Level of Importance: High

The Company is committed to developing and retaining high-potential employees to strengthen its competitiveness and support sustainable growth. The Company places importance on the comprehensive and equitable development of employees across behavioural competencies, organisational culture, knowledge, and job-related skills. This approach enables employees to perform effectively and prepares them to respond to current and future business challenges and changes.

Employee development begins with the recruitment of individuals who possess the knowledge, capabilities, and values that align with the Company's culture and continues throughout their employment journey. This includes the PROUD Onboarding Programme for new employees, which helps build an understanding of their roles, responsibilities, and the organisational culture, as well as on-the-job learning and continuous skills development for existing employees.

The Company places importance on leadership development by encouraging supervisors and executives to become leaders who support their teams, communicate effectively, and drive performance in line with organisational objectives. At the same time, the Company establishes clear career paths to provide employees with opportunities to grow and develop according to their individual strengths and potential.

In terms of performance evaluation, the Company has established a transparent and fair appraisal system that accurately reflects employee performance. The system also supports individual development planning, career development, and employee readiness for future roles within the organisation.

These initiatives help reduce human resource risks, such as shortages of qualified personnel, gaps in skills required to maintain competitiveness, and an inability to adapt to changing market conditions. These risks could affect the Company's operations and long-term business performance.

Objectives and Management Targets

2025 Target

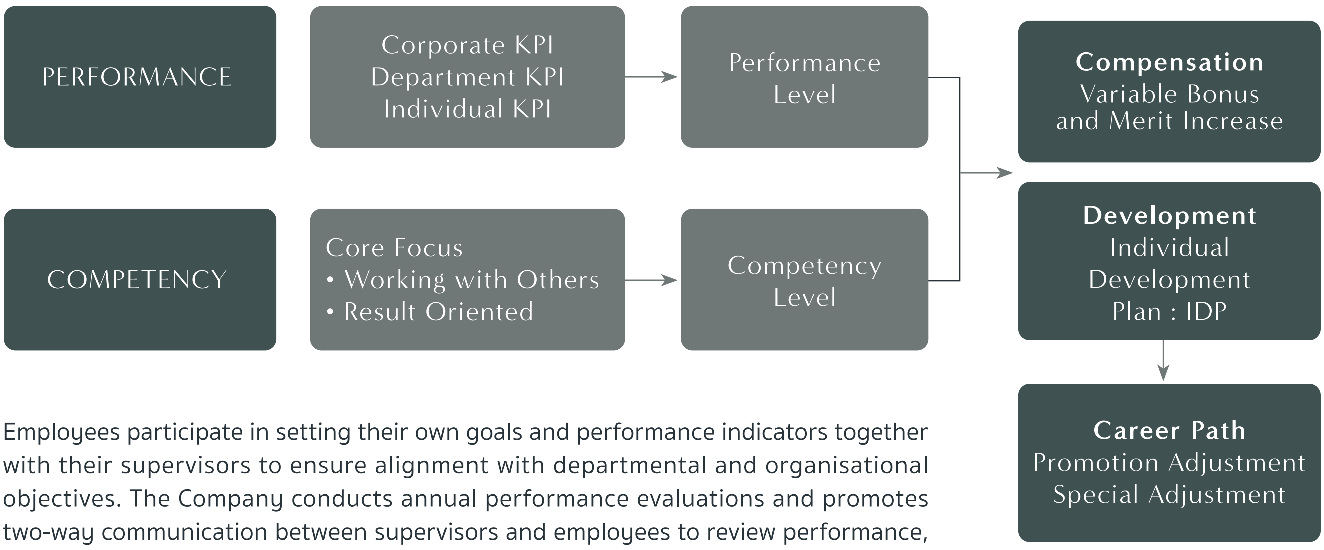
- Employees receive an average of at least 8 hours of training and development per person per year.

Action Plans and Programmes

Performance Evaluation and Career Progression

The Company has developed a Performance Management System (PMS) that systematically links performance, competency, and potential. The system is a mechanism that drives business outcomes and supports employee development, fair compensation, and sustainable career progression.

PERFORMANCE MANAGEMENT FRAMEWORK



Employees participate in setting their own goals and performance indicators together with their supervisors to ensure alignment with departmental and organisational objectives. The Company conducts annual performance evaluations and promotes two-way communication between supervisors and employees to review performance, provide feedback, and identify appropriate development plans.

Functional Development

The Company believes that employee development is not merely a human resource activity but a strategic mechanism for driving business results and organisational competitiveness. As a result, the Company continuously analyses the skills required for each functional area and develops personnel development plans that align with the Company's strategy and long-term growth direction.

Accordingly, the Company has designed flexible and diverse learning opportunities through both online and in-person training programmes. These programmes accommodate different learning preferences, reduce time and location constraints, and support digital-age working styles. The focus is on strengthening practical skills, adaptability to change, and the ability to create tangible value for the organisation.

In 2025, the Company provided 31 professional development programmes covering marketing, finance, risk management, technology, leadership, and sustainability. These programmes were designed to enhance the capabilities of employees and executives at all levels. Examples include:

Enterprise Risk Management (ERM)

To Build awareness of risk management at the organizational level and clarifies every employee's role in managing risk in accordance with international standards.

TFRS 9: Financial Instruments

To develop financial knowledge regarding the recognition and classification of financial instruments, present value (PV) calculation, effective interest rates, and the preparation of amortisation schedules.

Wellness Real Estate & Communities Symposium

To share knowledge on health promotion and quality of life in the context of real estate and communities, for application in organizational and project development.

"Speak Like a CEO" Boot Camp

To develop executive communication skills to build confidence, clarity, and leadership presence when engaging with stakeholders.

Global Wellness Institute Ambassador Program

To strengthen in-depth knowledge of wellness and builds connections with global leaders to broaden perspectives and enhance executive capabilities.

Purpose Driven Leadership

To enhance understanding of purpose-driven leadership, enabling leaders to inspire teams and create a greater sense of meaning in the workplace.

Emer Genetics: Decode the Team Brain

To Introduce neuroscience and behavioural science to help unlock team potential, promote mutual understanding and collaboration, and build teams that think as one and work together effectively.

Leadership & Career Development

The Company places importance on preparing personnel for future leadership roles to support business expansion and ensure management continuity. The Company has implemented leadership development programmes that emphasise experiential learning, supported by coaching and systematic performance assessment.

BUILDING LEADERSHIP EXCELLENCE – PROUD LEADER (SHIFT)

The programme focused on developing leadership capabilities through one-on-one coaching by the Chief Executive Officer and on-the-job training. It was designed to strengthen skills in team management, decision-making, and employee motivation. Development outcomes were monitored and evaluated through indicators linked to relevant KPIs. As a result, leadership development has a clear direction and measurable outcomes.

Rising Star Programme

The Company implemented the Rising Star Programme to identify and develop high-potential employees. The programme provided opportunities for career growth and cross-functional experience to broaden business perspectives, develop new skills, and prepare employees for more challenging roles in the future.

Performance

One employee participated in the programme and successfully transferred to another function (100%).

Post-programme assessments indicated that the employee developed a broader range of skills, gained greater confidence in performing assigned responsibilities, and was better prepared to undertake more challenging roles. At the same time, the Company reduced its reliance on external recruitment, increased flexibility in human resource management, and mitigated the risk of shortages in critical positions.

ESG DNA

The Company places importance on fostering sustainability knowledge and understanding among employees at all levels to enable the practical application of ESG principles in daily work and responsible business decision-making. In 2025, the Company encouraged employees to participate in the "ESG DNA" programme organised by the Stock Exchange of Thailand (SET). The programme aimed to build fundamental knowledge of environmental, social, and governance (ESG) principles and make sustainability part of the organisation's DNA. More than 75% of employees participated in the training programme, and 100% of participants passed the knowledge assessment. These results reflect employees' awareness and readiness to support the Company's sustainable growth.

2025 Performance

Indicator	Target	2025 Performance
Average training hours per employee	8 hours per employee per year	12 hours per employee (Total: 1,016 training hours per year)

Talent Attraction and Retention

Amid rapid changes in consumer behaviour, technology, and the business environment, Proud Real Estate Public Company Limited ("the Company") recognises that capable and engaged employees are critical to competitiveness, business continuity, and long-term sustainable growth. The Company therefore places importance on systematically attracting, developing, and retaining high-potential employees, from the recruitment process through to employee well-being and career growth.

The Company has adopted the PROUD Core Competency framework as a guide for employee development and the cultivation of its organisational culture. The framework emphasises collaborative working (Working with Others) and a results-oriented mindset (Result Oriented) to enable employees to adapt with agility to changes in society and evolving consumer expectations in the digital era. It also supports the Company's commitment to conducting business in a fair, transparent, and ethical manner.

Under the concept of "ALL IS WELL— Sustainable Well-Being", the Company places importance on the holistic care of employees. The WELL-BEING LIFE framework comprises eight dimensions and guides the design of human resource practices. These practices cover the recruitment of qualified personnel, employee development and career progression, welfare programmes and working environments that support well-being, equal opportunities, and respect for employee diversity without discrimination.

These initiatives help strengthen employee engagement, enhance the Company's ability to retain high-potential talent, reduce the risk of losing capable employees, and lower the long-term costs of recruiting and developing new employees. At the same time, they support the development of a strong workforce that can grow together and create shared value on a sustainable basis.

Objectives and Management Targets

2025 Targets

- Employee satisfaction and engagement level: above 80%
- Lost-time injuries: 0 cases

Action Plans and Programmes

Recruitment

The Company has established a systematic recruitment and selection process to attract high-potential candidates with qualifications that align with organisational needs. The process strengthens the workforce and supports sustainable organisational growth. The Company focuses on selecting individuals whose skills, values, and work behaviours are aligned with its organisational culture.

The Company recruits and evaluates candidates based on the principles of equality and fairness, without discrimination on the grounds of race, religion, gender, age, educational background, physical characteristics, place of origin, or any other status unrelated to job performance. The Company applies digital technologies and AI tools to support recruitment and selection processes. These include the preliminary screening of applicants based on qualifications and job-related skills, and structured assessments of candidate suitability. The use of these tools helps reduce bias, improve efficiency, and enhance the accuracy of candidate selection. Final hiring decisions remain the responsibility of management and the Human Resources Department.

The Company conducts recruitment through job search platforms, partnerships with educational institutions, and the Company's recruitment website to reach a diverse pool of qualified candidates.

In addition, the Company provides internship opportunities for university students to gain practical work experience, learn about career paths and organisational culture, and develop their potential as high-potential talent in the future.

- Manpower Planning – Workforce planning aligned with business growth, organisational structure, and future skill requirements.
- AI-Powered Hiring – Use of AI tools to support candidate screening and assessment, improve speed and transparency, and reduce bias in the recruitment process.
- Employee Branding – Communication of the Company's values, culture, and career development opportunities through digital platforms to attract high-quality talent.
- Diversity for Innovation – Promotion of workforce diversity to encourage creativity and strengthen long-term competitiveness.

2025 Performance

In 2025, the Company had a total of 23 open positions and successfully recruited and hired for all 23, at a success rate of 82.5%. This reflects the effectiveness of the Company's approach to attracting and selecting candidates that meet organisational needs.

For the remaining 5 positions, the Company adjusted its action plans in line with the business direction. As a result, recruitment for these positions was deferred to ensure that human resource management remained appropriate and efficient.

Indicator	2022	2023	2024	2025
Total number of employees (persons)	57	65	77	85
Number of vacancies	23	26	13	28
Number of employees recruited	16	22	12	23
Recruitment success rate (%)	70.0	84.6	92.3	82.5

Employee Engagement and Retention

The Company places importance on employee engagement and retention as key factors in business continuity and sustainable growth. The Company seeks to understand what employees value in their work, including their happiness, engagement, and motivation, in order to develop human resource management practices that align with employee needs and the organisation's direction.

The Company conducts an Employee Engagement Survey every two years to capture employee perspectives comprehensively. The assessment framework is designed in alignment with the Company's employee engagement and retention strategy and serves as a tool for identifying strengths, opportunities for improvement, and factors that influence employee engagement and retention.

Organizational Commitment

This covers confidence in the organisation's vision, direction, and values.

Leadership & Management

This covers confidence in leadership, communication, support, and fairness in management practices.

Career Growth & Development

This covers opportunities for learning, capability development, and career advancement.

Quality of Life & Rewards

This covers employee benefits, well-being, working environment, and work-life balance.

The previous survey, conducted in 2023, found an average employee engagement score of 84%. The score was above the target of 80%. The organisational and leadership dimensions were identified as the key drivers of engagement. This reflected employees' confidence in the Company's direction and management.

In 2025, the Company conducted another employee engagement assessment to review the current situation and monitor progress from previous improvement initiatives. The results showed an employee engagement score of 87.5%. The Company analysed the findings, developed improvement plans, and continued to improve employee care practices in line with employee needs and business direction.

The results showed an employee engagement score of

87.5%

Action Plans

Employee Care and Distinctive Benefits

Under the concept of "ALL IS WELL - Sustainable Well-Being", the Company adopts the WELL-BEING LIFE framework as a guide for the design of employee policies, benefits, and well-being programmes. The framework covers recruitment, employee development, flexible working arrangements, physical and mental health support, opportunities for growth, and social participation. These initiatives support employees in maintaining work-life balance and growing together with the organisation over the long term.

To ensure that employee care initiatives deliver concrete outcomes, the Company has established a Welfare Committee comprising representatives from management and employees. The committee serves as a channel for gathering employee feedback, needs, and suggestions for the development of benefits and programmes that are aligned with employee circumstances and changing conditions.

The Company extends this approach through initiatives such as A WELL LIVED LIFE FOR PROUD PEOPLE, WORK YOUR WAY, and PROUD WELLY CLUB. These initiatives not only encourage employee participation in health, work, personal well-being, and social contribution activities, but also contribute to employee well-being and engagement and support the Company's position as an employer of choice.

A WELL LIVED LIFE FOR PROUD PEOPLE

The Company prioritises the creation of holistic happiness and quality of life for employees. This covers physical health, mental health, finance, family, and work-life quality. These efforts support employees to grow sustainably with the organisation.

In the beginning, the Company started with a Mental Health and Lifestyle Assessment and the development of a well-being promotion plan through health and mental activities, such as Health Talks, workshops, and mental health counselling services.

In 2025, the Company continued its employee mental health and well-being programme. The Health Talk activity was organized and cooperation with BDMS was expanded for the BeDee service. This service cooperation provides mental consultations through an application. It allows employees to access private consultations with psychologists and psychiatrists.

The 2025 results showed that employee usage of the service increased compared with 2024. The employee satisfaction rate reached 87.5%. These results reflected increased employee awareness of and access to mental health services.

- WORK YOUR WAY
  The Company promotes flexible work patterns to support work-life balance. It allows employees to manage their time appropriately through Hybrid work, Work From Home, and Work From Anywhere.

This approach reduces travel burdens, expenses, and pollution impacts. It also promotes work efficiency and job satisfaction.

PROUD WELLY CLUB

In 2024, the Company launched the PROUD Welly Club programme under its Volunteer Bank initiative to encourage employee participation in volunteer activities. The programme provides opportunities for employees to take part in activities that support society, the environment, and disadvantaged groups. It also includes a volunteer hour accumulation system that allows employees to redeem rewards. This approach establishes motivation and a sense of pride in contributing to the community.

In 2025, the Company refocused the PROUD Welly Club programme toward CSR – Wellness District: Healthy Communities, giving employees opportunities to create tangible social benefits through the following activities.

1. Color and Joy

The Company organised a painting activity for the Gamified Learning Playground at Rajaprajanugroh 36 School in Phuket Province in collaboration with TOA. The activity aimed to develop a safe and creative learning environment and support children's development.

2. Little Eco Zero : Waste to Worth

The Company organised a waste separation awareness activity at Wat Nong Kae Municipal School in Hua Hin District, Prachuap Khiri Khan Province, in collaboration with Oklin. More than 140 students participated in the activity. This was above the target of 100 participants.

Follow-up results showed that students placed greater importance on waste separation and were able to separate waste more accurately in their daily lives.

Indicator	Target	2025 Performance
Employee satisfaction and engagement level	More than 80%	87.5%
Labour Disputes	0 cases	0 cases

Occupational Health, Safety, and Working Environment

Occupational health, safety, and the working environment are fundamental expectations of all stakeholder groups and an important foundation for sustainable business operations, particularly in the construction industry, where the nature of work and working conditions involve a high level of risk.

The Company recognises that building a safety culture within the organisation is essential for accident prevention and for reducing loss of life and property. It also helps minimise adverse impacts on employees, contractors, communities, and society. Effective safety management allows the Company to control risks, reduce accident-related costs, strengthen stakeholder confidence, and support long-term competitiveness.

For this reason, the Company places importance on the systematic management of occupational health, safety, and the working environment. The Company's approach covers employees, contractors, and all relevant parties to ensure that business operations are conducted in a safe, responsible, and sustainable manner.

Objectives and Management Targets

2025 Targets

- Work-related fatalities involving employees and contractors: 0 cases
- Lost-time injuries involving employees and contractors: 0 cases
- Average training hours on occupational health, safety, and the working environment for relevant employees: 1 hour per person per year

Material Topic Management Approach

The Company manages occupational health, safety, and the working environment in accordance with applicable laws and regulations, including the Occupational Safety, Health and Environment Act B.E. 2554 (2011) and ministerial regulations related to construction work. The SHE (Safety, Health and Environment) principles provide the foundation for the Company's operations. The Company also promotes a safety culture throughout the organisation through communication, training, and employee participation at all levels to strengthen knowledge, awareness, and shared responsibility for safety, occupational health, and the environment.

The Company places importance on systematic hazard identification, risk assessment, and risk control. The approach covers employees, subsidiary employees, contractors, suppliers, visitors, and other relevant stakeholders to ensure a safe and appropriate working environment and to reduce the likelihood of workplace accidents.

Action Plan

Employee Health, Safety, and Well-being Activities

The Company promotes awareness of safety and employee well-being through communication, training, and emergency preparedness programmes. These initiatives help employees perform their duties safely, maintain good health, and contribute to a working environment that supports both productivity and well-being.

Safety Training and Emergency Preparedness

The Company provides regular safety training programmes, such as basic firefighting training and annual fire evacuation drills. These programmes help employees understand emergency response procedures, respond appropriately to incidents, and reduce risks to life and property. Each drill is recorded and evaluated based on evacuation time, communication effectiveness, and compliance with safety procedures. The results and recommendations are reviewed to support continuous improvement.

Mental Health Support: BeDee Mental Wellness Consultation Service

The Company provides employees with access to private consultations with psychologists and psychiatrists through the BeDee application operated by the BDMS network. The service supports mental well-being, strengthens employees' ability to cope with stress, and promotes a positive workplace environment.

Physical and Mental Well-being Promotion

The Company places importance on the physical and mental health of employees and recognises that employee well-being is a key factor in promoting both work performance and a positive working environment. The Company therefore provides health promotion services and activities, such as massage therapy services for visually impaired therapists, to help employees relieve stress and reduce work-related fatigue.

Annual Health Check-up

The Company provides annual health check-ups for employees on a regular basis to support health monitoring and the prevention of health-related risks.

In 2025, 49 employees participated in the annual health check-up programme out of a total workforce of 59 employees.

Indicator	Target	2025 Performance
Number of work-related fatalities involving employees and contractors	0 cases	0 cases
Lost-time injuries involving employees and contractors	0 cases	0 cases
Average safety, occupational health, and working environment training hours for employees and contractors	1 hour per person per year	365 hours per year

The Company promotes awareness of safety and employee well-being through communication, training, and emergency preparedness programmes. These initiatives help employees perform their duties safely, maintain good health, and contribute to a working environment that supports both productivity and well-being.

Respect for Diversity and Equality

The Company places importance on conducting business on the basis of respect for human dignity, diversity, and equality in the workplace. Fair and non-discriminatory treatment of employees and stakeholders is regarded as an important foundation for creating a safe and trustworthy working environment and supporting sustainable organisational growth. As a real estate developer that engages with a diverse workforce, the Company recognises that a lack of knowledge and understanding of human rights, diversity, and equality may create risks to business operations, workplace relationships, corporate reputation, and stakeholder confidence. Consequently, the Company places importance on strengthening employees' knowledge, awareness, and understanding of these issues as a foundation for continuous and sustainable improvement.

Objectives and Management Targets

2025 Targets

- Cases of labour rights violations or forced labour in business operations: 0 cases
- Human rights violation and harassment complaints: 0 complaints
- More than 50% of employees receive human rights training by 2025

Material Topic Management Approach

Respect for Diversity and Equality

The Company places importance on respect for human rights, diversity, and equality in the workplace. These principles form the foundation of sustainable human resource management and are important factors in strengthening employee engagement, trust, and long-term performance. In 2025, the Company began enhancing its human rights practices by focusing on building knowledge, understanding, and awareness throughout the organisation. This approach promotes respect, fairness, and non-discrimination and provides a foundation for the future development of human resource policies and organisational culture.

Action Plan

Promoting Knowledge and Awareness of Human Rights, Diversity, and Equality

The Company conducted internal communications and foundational training programmes to provide employees at all levels with a basic understanding of the following issues.

- Respect for human dignity
- Non-discrimination in the workplace
- Diversity in terms of gender, age, ethnicity, and job roles
- Fair and respectful treatment of colleagues and relevant stakeholders

These topics were incorporated into internal communication activities and used as guiding principles for the development of human resource policies.

Promoting Equal Opportunities for Employment and Development

The Company conducts recruitment, selection, and employee development processes based on qualifications, capabilities, and suitability for each position, without discrimination based on gender, age, ethnicity, or personal status. Equal opportunities are provided for all employees to access training and career development opportunities.

Benefits that Respect Diverse Lifestyles

The Company provides benefits that reflect respect for diversity and different lifestyles, including:

- Marriage leave
- Gender reassignment surgery leave
- Bereavement leave for a spouse or life partner
- Leave to care for a life partner and adopted children

Providing a Safe Environment and Fair Support Mechanisms

The Company provides fair, transparent, and confidential grievance channels through which employees can safely raise concerns or report unfair treatment. The Company protects complainants and ensures that all cases are considered impartially.

Performance

In 2025, the Company recorded no complaints or incidents relating to human rights violations from its business operations involving employees, suppliers, contractors, or customers. The Company also conducted communication and awareness programmes on human rights, diversity, and equality across the organisation. It continued to enhance benefits and human resource management practices that promote inclusion and fair treatment. These efforts helped foster a respectful working environment and support the Company's sustainable growth.

Indicator	Target	2025 Performance
Number of cases involving labour rights violations or forced labour in business operations	0 cases	0 cases
Complaints relating to human rights violations or harassment	No complaints	No complaints
Percentage of employees receiving human rights training	More than 50%	100%

Community Engagement

Contributions to the United Nations Sustainable Development Goals (UN SDGs)

3 GOOD HEALTH AND WELL-BEING

11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

Material Topics on Sustainability	Community Engagement	Level of Importance: High

The Company remains committed to its role as a responsible developer. In addition to minimising potential impacts from its operations on surrounding communities to reduce the risk of complaints and project disruptions, the Company places importance on building positive relationships and supporting shared development in the areas where it operates. Its focus is also on enhancing the quality of life of community members across physical, mental, social, and environmental dimensions through health and education initiatives, support for local economic development, and collaboration with government agencies, private sector organisations, and local partners. These efforts help build trust, reduce conflicts, and support sustainable growth alongside communities.

Objectives and Management Targets

1. To promote the health and quality of life of people in areas where the Company operates its projects.
2. To reduce the risk of conflicts that may affect project operations.
3. To establish comprehensive sustainability partnerships with communities, businesses, and other institutions.
4. To support the Company's sustainable business operations through community understanding and positive relationships.

2025 Targets

- To minimize adverse impacts on communities surrounding the project, achieving zero community complaints.
- To implement two healthcare-based community engagement projects for surrounding communities per year.
- To conduct at least two social responsibility activities in collaboration with local communities per year.
- Number of suppliers and/or business partners participating in community development initiatives: 3 entities per year.

Material Topic Management Approach

Community Engagement Strategy

1. **Local Partnerships**
   The Company establishes collaborative networks with suppliers and business partners to strengthen connections with local communities and support community development initiatives. These initiatives include infrastructure development, environmental management, educational support, health and well-being promotion, knowledge-sharing activities, vocational training, and seminars.

2. **Community Feedback Mechanism**
   The Company provides channels for community members to express opinions and share feedback regarding project development activities. These channels include community meetings and satisfaction surveys. Clear communication channels are publicised to encourage participation, and feedback received from communities is used to improve and develop projects in ways that align with local needs.

3. **Eco-Friendly Developments**
   The Company develops projects using environmentally friendly technologies and materials, including energy-efficient building designs and sustainable wastewater management systems. The Company also implements measures to manage and mitigate negative impacts arising from construction activities.

4. **Corporate Social Responsibility - CSR**
   The Company conducts CSR activities that benefit local communities, including donations, emergency assistance, and support for education and sports programmes. The Company also promotes sustainability awareness at the community level and encourages community participation.

5. **Economic Empowerment**
   The Company creates employment opportunities for local communities through construction and development projects. The Company also promotes and supports small businesses and local entrepreneurs that can serve as suppliers or project partners.

Material Topic Management Approach

Monitors and controlling of construction-related environmental impacts have been conducted based on the following environmental factors and potential impacts:

1. Dust levels within project areas
2. Noise
3. Waste management, including construction waste and waste generated from worker accommodation
4. Traffic management in areas surrounding project sites
5. Land use
6. Wastewater management
7. Safety

Disclosure of Environmental Impact Assessment (EIA) Monitoring Results

The Company prepares Environmental Impact Assessment (EIA) Monitoring Reports every six months, or as required by law, to monitor compliance with environmental prevention and mitigation measures and environmental quality requirements. The reports are submitted to the Office of Natural Resources and Environmental Policy and Planning (ONEP) and other relevant authorities. The reports disclose the Company's performance in implementing environmental prevention and mitigation measures and monitoring environmental quality in accordance with EIA requirements.

Management of Social and Environmental Complaints

The Company provides multiple complaint channels to ensure that stakeholders affected by environmental impacts can easily access reporting mechanisms and submit complaints directly.

Complaint Channels

Online Channels:
- Line: @proudrealestate
- Facebook Page: Proud Real Estate
- Email: info@proudrealestate.co.th
- Website: https://www.proudrealestate.co.th/

Offline Channel:
Audit Committee or Legal and Company Secretary Department
Proud Real Estate Public Company Limited

548 One City Centre Building, 19th Floor, Ploenchit Road, Lumphini, Pathum Wan, Bangkok 10330

Complaint Recording and Assessment

- Complaints received through all channels are recorded in the complaint management system.
- The system automatically forwards complaints to the relevant departments for management and resolution.

Complaint Management and Resolution

- Relevant departments investigate complaints and assess the required timeframe for resolution.
- Corrective actions are implemented and appropriate remedies are provided to affected parties.
- Risk mitigation and recurrence prevention measures are established, and follow-up monitoring is conducted on a regular basis.

Reporting

- Complaint management results are reported to stakeholders, and summaries of complaint resolution are regularly reported to management.
- Information on complaint management is disclosed in the annual Sustainability Report.

Community Development Programmes

Community development projects are designed based on the needs and challenges identified within local communities. The Company promotes participation from communities, institutions, business partners, and suppliers in order to integrate the Company's business expertise and the diverse capabilities of its partners with the United Nations Sustainable Development Goals (UN SDGs).

Career Development Programme for Inmates and Employment Opportunities after Release (Restart Center)

Restart Programme – Arborist Training Programme

In 2025, the Company continued the Restart Center programme for the second consecutive year to enhance vocational skills, expand employment opportunities, and support the successful reintegration of inmates and former inmates into society with dignity. The programme was implemented through collaboration with key partners, including BIG Trees, TIJ's Tangtondee School, Nonthaburi Provincial Prison, and business partners from various sectors.

The Company continued its donation of THB 150,000 to support the Basic Arborist Training Programme. The programme covered both theoretical and practical training, including tree care fundamentals, tree risk assessment, rope climbing techniques, the use of safety equipment, landscaping, and plant maintenance. Participants also received preparation for professional certification examinations following their release.

Training commenced in April 2025. More than 175 participants joined the programme throughout the year through both online and onsite formats. The level of participation reflected the commitment of inmates and former inmates to develop practical skills for future employment opportunities.

To expand career options and respond to labour market demands, the Company also collaborated with TOA Paint (Thailand) Public Company Limited to provide a Painting and Chemical Products Technician Programme. The programme covered materials knowledge, product selection, surface preparation techniques, and practical applications. A total of 35 participants attended the programme and received educational and promotional materials from TOA.

For participants preparing to return to society, the Company operated a Job Matching system that connected interested candidates with business partners across various sectors, including arboriculture, construction, transportation, electrical services, driving positions, and other service-related occupations. In 2025, 24 individuals registered in the system. The programme helped former inmates return to employment more quickly, reduced the risk of reoffending, and supported a stable transition back into society.

The Restart Center programme remained committed to its core objective of providing "opportunities for a fresh start" through the development of market-relevant skills, support for sustainable career pathways, and the establishment of a support system that enables former inmates to reintegrate into society in a meaningful and sustainable manner.

Project Monitoring and Evaluation

Clear targets are established jointly with project partners for each stage of implementation. The monitoring and evaluation process consists of six stages:

1) Registration and interviews for programme applicants
2) Participation in theoretical training
3) Participation in practical training
4) Post-training surveys conducted after each training session to assess participants' satisfaction, understanding of the training content, and readiness for employment
5) Expression of interest in employment during incarceration
6) Follow-up on employment applications after release and ongoing evaluation of work performance

Benefits and Outcomes

1. A total of 175 inmates participated in the training programme and acquired knowledge that could be applied to careers in tree care and arboriculture. One participant expressed an interest in pursuing a career in arboriculture after release.
2. One former inmate applied for employment in October 2025 and commenced work with an arboriculture company during the same month. Based on a follow-up, it was found that the individual remained employed.
3. The Company contributed THB 150,000 to support the programme through Social Giver. The donation was eligible for tax deduction in accordance with the Company's applicable policies.

Wellness District

Objectives

The programme aims to promote preventive healthcare and improve the well-being of community members through mobile health screening and vaccination services. The programme is implemented in collaboration with business partners and suppliers.

Project Information

The Company established collaboration with its business partners, including Bangkok Hospital Siriroj, Bangkok Hospital Hua Hin, and Health Plaza, and organised community health screening and vaccination activities for communities surrounding the Company's residential projects. In 2025, the programme was conducted on two occasions at Rajaprajanugroh 36 School in Phuket Province, located near The Residences at InterContinental Phuket Resort in Kamala District, Phuket, and at Ban Nong Kae Municipal School, located near Vehha Hua Hin in Hua Hin District, Prachuap Khiri Khan Province.

In addition to health screening and vaccination services, the programme included activities that promoted well-being and learning. These activities included recreational health activities supported by Vana Nava Water Jungle Hua Hin and Andamanda Phuket, as well as educational and community activities supported by TOA Colour Specialist. The programme also featured a school painting activity and paint donations to Rajaprajanugroh 36 School in Phuket under the "Term Si Term Suk (Adding Colour, Adding Happiness)" initiative, together with the donation of waste separation bins to Ban Nong Kae Municipal School through the "Little Eco Zero" initiative under the "Waste to Worth" concept to promote environmental awareness and proper waste management among students. Additional support was provided by InterContinental Phuket Resort and InterContinental Hua Hin Resort through food and refreshments, Holiday Inn and Proud Group through creative workshops, Oklin through waste segregation training, and Habitia Group Co., Ltd. and Lixil (Thailand) Co., Ltd. through financial support for health screening activities. The programme was also carried out in collaboration with local government agencies, including municipalities, subdistrict administrative organizations, subdistrict health-promoting hospitals, and village health volunteers (VHVs).

Vaccination and Health Check-up Participants

Date	Location	Number of Participants	Number of Partners
17 September 2025	Kamala, Phuket	300	9
14 December 2025	Hua Hin, Prachuap Khiri Khan Province	300	11
total		600	20

The total cost of the programme borne by the Company was THB 815,177, with business partners contributing a further THB 31,020. In 2025, the Company expanded its donation approach to make participation more accessible by introducing a contribution channel through the Taejai platform. The platform enables business partners and members of the public to support the Healthy Community initiative in a transparent and systematic manner, while also allowing donors to claim tax deductions in accordance with applicable regulations.

Monitoring and Evaluation Approach

1. Assessment of community health needs and concerns in collaboration with relevant agencies before and after programme implementation, such as local public health authorities, health-promoting hospitals, and community leaders.
2. Monitoring of participant and partner numbers against established targets.

Benefits and Outcomes

1. A total of 600 community members living in areas surrounding the Company's projects received free access to medical services.
2. Participants saved an estimated THB 900,000 in medical expenses (based on an average cost of THB 1,500 per person).
3. The programme strengthened the Company's relationships with local communities, business groups, and institutions, while enhancing its positive reputation among stakeholders in the project areas.

Proud R&D Design Sandbox

Objectives

To promote design capabilities among students and support the creation of new knowledge for the real estate sector, Proud Real Estate Public Company Limited organised the Design Sandbox programme in collaboration with leading educational institutions and other organisations. The programme provides students with opportunities to develop creative ideas based on real business challenges while encouraging innovative concepts that can be applied to sustainable architectural and residential development.

Higher Education Level – Design Sandbox: Interior Architecture for Well Living

Proud Real Estate Public Company Limited collaborated with the Department of Interior Architecture, Faculty of Architecture, Chulalongkorn University, to organise the Design Sandbox programme. The project enabled students to learn from real business challenges through the design of a 261-square-metre duplex unit layout for the NAPA Hua Hin project under the concepts of Well Living and Holistic Well-Being.

Company employees participated throughout the process, from developing the project brief and selecting winning entries to providing feedback to students. This collaborative process helped enhance employee capabilities while supporting the development of students' skills. A total of 30 students participated in the programme, and scholarships amounting to THB 60,000 were awarded. The six winning entries were subsequently developed into 3D visualisations for use in future project sales presentations.

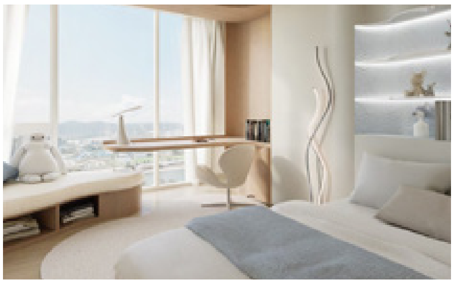
Secondary School Level: Underground Habitat and Health Impacts Student Design Competition: Sustainable Underground Space

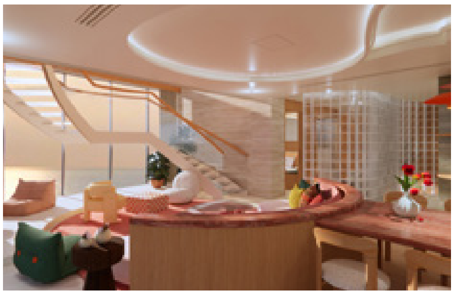
Proud Real Estate Public Company Limited ("the Company") provided prize sponsorship of THB 15,000 for the secondary school architectural design competition, Underground Habitat and Health Impacts. The event was held as part of Architect Expo 2025, organised by the Faculty of Architecture, Chulalongkorn University.

More than 40 students participated in the competition, and a total of 20 design entries were submitted under two categories:

- Personal Scale (design of spaces for individual use)
- Public Scale (design of public spaces or services)

The winning entries were published through the Faculty's communication channels to inspire young people interested in architectural design.





Monitoring and Evaluation Approach

1. Feedback was gathered from lecturers and the project organising team to assess the suitability of the activities and the learning outcomes achieved by participants.
2. The potential for practical application of the submitted works was evaluated, such as the further development of Design Sandbox entries into 3D visualisations to support project marketing and sales activities.
3. Feedback from participants and Company employees was collected to support improvements to future programme implementation.

Benefits and Outcomes

1. Participants at all levels gained practical experience through design-based learning activities while developing design, creativity, and presentation skills.
2. The Company received 20 innovative design concepts from young participants. Their concepts may support future project development and design processes.
3. Company employees who participated in the programme enhanced their skills in design evaluation and communication with academic staff and external experts.

The award-winning projects were published through the faculty's communication channels to inspire young individuals with an interest in architectural design.

LOCAL AROUND, PROUD PRIVELEGE, AND RESIDENT ENGAGEMENT ACTIVITIES

Objectives

- To encourage residents to participate in and learn about local communities, while gaining a better understanding of local culture and the surrounding context to support sustainable lifestyles.
- To promote and support local businesses in Hua Hin to promote sustainability of local communities and small enterprises.

Project Information

LOCAL AROUND FOR PROUD PRIVELEGE

The Company organised Local Around and Proud Privilege activities to encourage residents to engage with local communities and support local businesses. Through these activities, residents were provided with opportunities to explore local culture, lifestyles, and community-based experiences, while helping generate income and strengthen economic opportunities for local entrepreneurs.

- Monthly privileges were provided to Proud residents for use at local businesses in Hua Hin. This activity promoted local lifestyles, cultural learning, and local cuisine, and enhanced positive relationships between residents and the community.
- The Company supported local businesses in Hua Hin with a minimum value of THB 2,000 per outlet per month for residents(incurred when residents redeemed their privileges). This initiative helped increase sales for local entrepreneurs and supported income generation for SMEs in the area.
- The Local Around for Proud Privilege programme also helped promote emerging local businesses by providing additional publicity opportunities through the Company's residential community and expanding access to new customer groups.

LOCAL AROUND FOR PROUD RESIDENT & CUSTOMER ACTIVITY

Passing on the value of community for a more meaningful living experience. In 2025, the Company continued the Local Around programme to strengthen connections between residents and local communities through gifts presented during key festivals throughout the year. Carefully selected local products were provided to support local entrepreneurs, farmers, and artisans.

The programme not only provided gifts to residents, but also shared the stories, way of life, and culture of Hua Hin with recipients, while contributing to sustainable income generation for local communities through community gifts during key festivals.

The Company selected distinctive local products to present to residents during various festivals throughout the year, including:

- Maison Craft Handicrafts

  Maison Craft is a brand that preserves Thai craftsmanship by building upon traditional techniques and reinterpreting them in contemporary forms under the concept of "Journey of Living Craft Culture – From Home to Home, From Hand to Hand, From Heart to Your Heart." The selection of Maison Craft products supported local artisans and conveyed the meaning of craftsmanship created with care and heart directly to residents.

- Pa La-U Durian from Hua Hin Community Farmers

  A signature product of Hua Hin that reflects local agricultural wisdom and helped generate income for farmers during the fruit season. These gifts allowed residents to experience the products and culture of Hua Hin while increasing recognition of community products among a wider audience.

Supporting Local Restaurants and Entrepreneurs

The Company supported the growth of local SMEs by sourcing food and beverages from local businesses in Hua Hin for resident activities throughout the year, including:

- Resident meetings
- Sales promotion activities
- Wellness District community activities

This approach helped circulate income back into the community on an ongoing basis and supported growth opportunities for local entrepreneurs.

Monitoring and Evaluation Approach

- Purchasing data for products sourced from community businesses were collected and monitored.
- The number of residents receiving gifts during each distribution activity was tracked.
- Resident feedback on their experiences was collected and evaluated.

Benefits and Outcomes

- Local entrepreneurs received income support totalling THB 265,650.
- Communities and farmers gained access to new customer groups and received ongoing promotion of their products.
- Residents experienced a stronger connection with the culture and stories of the local community through local products and activities.
- The Company strengthened relationships among residents, local communities, and the brand, supporting sustainable growth for all parties.

Community shop partners participating
in Proud Privilege – Local Around

2025 Performance

Indicator	Target	2025 Performance
Community complaints	None	None
Number of community engagement programmes	2 projects	4 Projects: 1) Wellness District 2) Restart Center 3) Proud Design Sandbox 4) Wellness District Little Eco Hero under the "Waste to Worth" concept, and the "Colour and Joy" school painting activity under the Wellness District initiative.
Number of community members benefiting from community engagement programmes	**A total of 600 community members** gained access to healthcare services through the Company's community health programmes. These initiatives helped them maintain good health through proper healthcare and disease prevention practices.	**Two Wellness District events were organized:** 1) Wellness District @ Soi Convent: 150 participants 9 partner organisations 2) Wellness District in Hua Hin: 250 participants 20 partner organisations
	20 Partner organisations Strong partnerships were established among organisations and partners. These partnerships promoted positive relationships and supported the development of a sustainable business network. By combining resources and capabilities from multiple parties, the collaborations enhanced positive social impacts and enabled projects to deliver broader and more sustainable benefits.	**Two Wellness District events were organized:** 1) Wellness District in Phuket: 9 partner organisations 2) Wellness District in Hua Hin: 11 partner organisations
Number of local businesses participated in Proud Privilege – Local Around	Annual target: six local businesses to join the programme as partners, Introduced every two months to promote diversity and continuous engagement.	Local Businesses participated in Proud Privilege – Local Around in 2025: 6 businesses
Total community support and ESG contributions: THB 650,912.80	200 community members reached through health promotion activities,to expand vocational opportunities and support educational innovation development.	600 residents received free health check-ups and vaccinations 116 inmates completed vocational training 15 architectural design submissions supported through the Design Sandbox programme
Number of community engagement activities organised	≥ 2 activities	2 activities (Phuket and Hua Hin)
Support for or development of local educational institutions	≥ 1 institution	Implemented (Ratchaprachanukroh 36 School and Thetsaban Wat Nong Kae School)
Youth development activities	At least 1 programme	Taekwondo classes for children in the area
Environmental activities	At least 1 programme	Waste separation trainings and donation of waste-sorting bins to Thetsaban Wat Nong Kae School

External Certification

Certificate Number:
TGO CFO FY26-02-673

THAILAND GREENHOUSE GAS
MANAGEMENT ORGANIZATION
(Public Organization)

CERTIFICATE

Awarded to

Proud Real Estate Public Company Limited

Company address verified: No.548, One City Centre Building, Thanon Phloen Chit, Khwaeng Lumphini, Pathum Wan, Krung Thep Maha Nakhon 10330

Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by Management System Certification Institute (Thailand): MASCI and found to be in accordance with the requirements of the standard detailed below.

Standard

TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/01/2025 - 31/12/2025]

Total Greenhouse Gas Emission (Scope 1&2): 413 tonCO_2e/year

Direct GHG emissions	24	tonCO_2e/year
Energy Indirect GHG emissions	389	tonCO_2e/year
Other Indirect GHG emissions	69	tonCO_2e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 22 April 2026

Nakorn.

Mr.Nakorn Tangavirapat
Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

PROUD

REAL ESTATE

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