


Innovation Management Performance

	<p><i>2025 Performance</i></p> <p>5.3 times</p> <p>Return on investment from The Power of Dream project</p> <p>46.2%</p> <p>Number of employees participating in the project (2,586 persons)</p>	<p><i>Goal</i></p> <p>3 times</p> <p>Return generated from Power of Dream project outcomes compared with the costs incurred</p> <p>20%</p> <p>Number of employees participating in the project (1,120 persons)</p>
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01. Internal Innovation - The Power of Dream Project

The Company cultivates a green DNA and drives an innovation culture through The Power of Dream project, focusing on applying creativity to increase organizational efficiency and create shared value for business and the environment.

- The Power of Dream project delivers financial returns by driving and incubating employee ideas, with an estimated return on investment (ROI) of 5.3 times.
- The project strengthens future skills, with 2,586 participants in The Power of Dream, exceeding the target of 1,120 participants. The Company also drives employee upskilling and reskilling through Agile Working, enabling 5,197 employees, or 87.97% of all employees, to complete learning in digital transformation and AI technology.



02. Technology and Digital Innovation

The Company invests in advanced digital infrastructure to transition toward a Data-Driven Organization and enhance asset management capabilities.

- **AI building control innovation:** The Company completed the installation and integration of Smart HVAC with AI and IoT technology at pilot shopping centers as planned. The system processes real-time data from temperature and humidity sensors to automatically control chilled water production in line with customer density. The estimated environmental and cost impacts include electricity savings of 1,081 MWh/year, avoided operating costs of 4.4 million Baht/year, and greenhouse gas emissions reduction of 513.5 tCO₂e/year. From an asset perspective, predictive maintenance helps equipment operate at full efficiency and extends asset life.

03. Innovation through Collaboration with Suppliers, Business Partners, or External Organizations

- **International green building innovation:** Through strategic collaboration with contractor partners, suppliers and business partners, and ONNEX by SCG, a green building specialist, the Company designed and developed sustainable building systems from the outset. As a result, Central Nakhon Sawan and Central Chanthaburi received TREES Gold green building certification from the Thai Green Building Institute in 2025.
- **Clean mobility ecosystem innovation:** The Company is transforming parking areas into low-carbon mobility platforms by proactively working with partners to expand the electric vehicle charging network across 42 branches, with 545 parking spaces that can serve more than 500,000 vehicle users per year. This strategic innovation creates tangible value for the Company and partners through two recurring revenue dimensions under the ROSI framework: direct green revenue from service fees and charging-station rental fees, with an estimated value of 7.65 million Baht; and a solution for electric vehicle drivers that turns charging wait time into time spent living and shopping in shopping centers. This indirectly stimulates tenant brand sales while reducing Scope 3 greenhouse gas emissions from downstream customer behavior.

04. Customer-Centric Innovation

- **Green listening and engagement platform:** By integrating Central X with The 1 points system, the Company drives green marketing campaigns, such as Love the Earth at Centralworld with 3,249 participants, encouraging customers to separate waste in exchange for digital points.
- **Smart parking innovation:** The Company installed smart parking availability systems to reduce time and delays across 33,403 parking spaces in 12 projects.

05. Monitoring and Evaluation

With a commitment to agile innovation management centered on employees and technology, the organization received the Prime Minister Award 2025: Innovation for Sustainability from the National Innovation Agency (NIA) and won a national award at the Future Trends Awards 2025 in the category The Most Corporate Transformation.