SUSTAINABILITY PERFORMANCE SUMMARY

GRI 2-7, 2-8, 2-9, 2-18, 2-23, 2-27, 201-1, 302-1, 302-4, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 305-5, 306-1, 306-2, 306-3, 306-4, 306-5, 401-1, 401-3, 403-9, 403-10, 404-1, 404-3, 405-1, 406-1

Governance Dimension

Indicator	Unit	Performance		
		2023	2024	2025
Total revenue	THB mn	8,438	9,238	9,610
- Out-of-home		6,621	7,269	7,568
- Engagement Marketing		1,744	1,869	1,960
- Others		73	100	82
Net profit		911	1,050	1,105
Dividend payment		300	500	770
Income tax		247	307	363
Cash contribution for social and community development		18	27	16
Assets		16,245	16,680	19,471
Liabilities		7,295	6,718	6,879
Equity		8,950	9,963	12,592

Social Dimension

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Workforce Diversity within the Company					
Total Employees	Persons	975	1,016	1,068	-
- Total Full-Time Employees	Persons	952	935	994	-
	Percentage	98.0	92.0	93.1	-
- Total Contract Employees	Persons	22	81	74	-
	Percentage	2.0	8.0	6.9	-
Number of Employees by Gender					
- Male	Persons	561	579	611	-
	Percentage	58.0	57.0	57.2	-
- Female	Persons	414	437	457	-
	Percentage	42.0	43.0	42.8	-

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Number of Employees by Age					
- Less than 30 years	Persons	327	309	351	-
- 30-50 years	Persons	608	663	668	-
- More than 50 years	Persons	40	44	49	-
Number of Employees by Job Level					
- Executive Level	Persons	30	24	23	-
- Supervisor Level	Persons	100	229	126	-
- Manager Level	Persons	203	116	253	-
- Operational Level	Persons	642	647	666	-
New Hires					
Number of New Hires	Persons	282	172	205	-
New Hire Rate	Percentage	28.9	16.9	19.2	-
Employee Turnover					
Number of Employees Who Left the Company	Persons	184	215	166	-
- Full-Time Employees	Persons	178	179	135	-
- Contract Employees	Persons	6	36	31	-
Number of Employees Who Left the Company by Gender					
- Male	Persons	93	104	71	-
- Female	Persons	91	111	95	-
Number of Employees Who Left the Company by Age					
- Less than 30 years	Persons	61	68	87	-
- 30-50 years	Persons	118	106	77	-
- More than 50 years	Persons	5	2	2	-
Number of Employees Who Left the Company by Job Level					
- Executive Level	Persons	0	4	1	-
- Supervisor Level	Persons	17	17	15	-
- Manager Level	Persons	42	61	45	-
- Operational Level	Persons	125	97	105	-
Voluntary Turnover Rate	Percentage	18.3	21.2	15.5	-
Employees Aged 60+	Persons	4	4	1	-
Disability Employment	Persons	5	7	6	-
Employees Eligible for Maternity and Parental Leave					
Employees Eligible for Maternity/Parental Leave	Persons	414	437	457	-

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Employees Using Maternity/Parental Leave	Persons	4	2	6	-
Return-to-Work Rate After Leave	Percentage	100.0	100.0	100.0	100.0
Management of High-Potential Employees					
Percentage of Employees Assessed and Provided with Development Opportunities	Percentage	100.0	100.0	100.0	100.0
Number of Target Employees Identified for the Program	Persons	74	145	72	-
Number of Employees Participating in Development Activities	Persons	67	145	72	-
Percentage of Employees Participating in Development Activities	Percentage	90.5	100.0	100.0	-
Employee Training					
Total Training Hours Completed by Employees via Plan B Academy Centre	Hours	41,224	60,494	44,630	-
Average Training Hours per Employee Across the Organization	Hours per person	46	64	46	65
Average Training Hours per Employee by Gender					
- Male	Hours per person	38	59	36	-
- Female	Hours per person	57	74	38	-
Average Training Hours per Employee by Job Level					
- Executive Level	Hours per person	31	28	17	-

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
- Supervisor Level	Hours per person	53	63	32	-
- Manager Level	Hours per person	47	62	40	-
- Operational Level	Hours per person	44	59	37	-
Employee Engagement within the Organization					
Number of Employees Participating in the Employee Engagement Survey	Persons	790	857	1,051	-
Participation Rate in the Employee Engagement Survey	Percentage	83.0	84.4	98.4	-
Employee Engagement Score	Percentage	88.0	89.4	88.2	-
Human Rights and Fair Labour Practices					
Number of Complaints or Reports Related to Human Rights Violations	Cases	0	0	0	0
Number of Complaints or Reports Related to Discrimination or Harassment	Cases	0	0	0	0
Occupational Health and Safety Information					
Number of Work-Related Fatalities					
- Employees	Persons	0	0	0	0
- Partners	Persons	0	0	0	0
Number of Work-Related Injuries Resulting in Lost Workdays					
- Employees	Persons	0	0	0	0
- Partners	Persons	0	0	0	0
Number of Work-Related Injuries Requiring Medical Treatment					
- Employees	Persons	0	0	0	0
- Partners	Persons	0	0	0	0

Environment Dimension

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Energy and Climate Change Management					
Total Energy Consumption within the Organization	MW	72,316	67,451	68,468	≤ 65,000
Energy Consumption per Unit of Revenue	MW per THB mn	8.65	7.30	7.12	-
Use of Renewable Energy	MW	0	0	0	-
Total Greenhouse Gas Emissions	tCO_2	38,157	34,693	35,396	≤ 31,000
Direct Greenhouse Gas Emissions (Scope 1)					
- Refrigerant Leakage	tCO_2	849	849	829	800
Indirect Greenhouse Gas Emissions (Scope 2)					
- Electricity Consumption	tCO_2	37,308	33,719	34,227	≤ 30,100
Other Indirect Greenhouse Gas Emissions (Scope 3)					
- Employee Commuting	tCO_2	N/A	118	333	95
- Office Materials	tCO_2	N/A	8	8	5
Water Management					
Water consumption	m^3	493	492	542	-
Waste Management					
Total waste quantity	Tons	14	14	14	10
- Hazardous waste	Tons	0	0	0	0
- Non-hazardous waste	Tons	14	14	14	10
Compliance with Environmental Laws and Regulations					
Number of Non-Compliance Incidents	Cases	0	0	0	0

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Fines Incurred Due to Non-Compliance	THB mn	0	0	0	0
Number of Non-Monetary Sanctions	Cases	0	0	0	0
Number of Disputes Under Resolution Processes	Cases	0	0	0	0

Average Board of Directors Performance Evaluation Scores

List of Boards / Directors	2025 Performance
Evaluation of the performance of the committee's duties as a group	**95.9**
Corporate Governance Committee	95.9
Nomination and Remuneration Committee	97.0
Risk Management Committee	94.5
Audit Committee	93.9
Individual Director Performance Evaluation	**95.2**
Vice Chairperson (Pennapha Dhanasarnsilp, Ph.D.)	98.2
Chief Executive Officer (Mr. Palin Lojanagosin)	96.4
Managing Director (Pinijsorn Luechaikajohnpan, Ph.D.)	96.4
Independent Director (Mr. Mana Jantanayingyong)	98.2
Independent Director (Mrs. Monluedee Sookpantarat)	98.2
Director (Mr. Arnon Porndhiti)	80.0
Director (Mr. Prasong Jarungbenjatham)	100.0
Director (Mr. Lap Shun Nelson Leung)	94.6