



EMPOWERING ALL TOWARD
INCLUSIVE GROWTH

Climate-Related Management Incentives

2026



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Climate Change-related Incentives Provided by Company

KPI of Executive level (2025)

Scope of KPIs	KPI 2025		Scope of KPIs	KPI 2025
OR Corporate KPIs	Living Community (People)	→	OR Corporate KPIs	GHG Emission
	Healthy Environment (Planet)			Waste Generation
	Economic Prosperity (Performance)			
	Enablers			

Environmental and related climate issues are tied to KPI for senior executives (such as Organization Readiness for Business Change or Financial Performance). Both KPIs will be interpreted as an individual performance evaluation and resulted in financial incentive consideration.

Climate-Related Management Incentives



Climate Change-related Incentives Provided by Company

KPI of Employee level (2025)

Scope of KPIs	KPI 2025		Scope of KPIs	KPI 2025
OR Corporate KPIs	Living Community (People)		OR Corporate KPIs	GHG Emission
	Healthy Environment (Planet)			Waste Generation
	Economic Prosperity (Performance)			
	Enablers			

- During multiple years of OR 2030 Goals implementations, long-term targets and KPIs will be measured and tied with the cash bonuses and the annual salary increase as progress payment paid to employees on average paid-out longer than 3 years. Thus, The incentive is allotted according to progress against yearly targets, while company’s heading toward its goal setting in 2026.
- Related climate issues are tied to OR Corporate and Leadership KPIs for all employees (such as GHG Emission Reduction, Sustainability Strategic Framework and Leading the company to achieve the goal effectively). KPIs are listed as Key Risk Profile of OR’s Corporate Risk Profile. KPI will be interpreted as an individual performance evaluation and resulted in financial incentive consideration.



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OR เติมเต็มโอกาส เพื่อทุกการเติบโต ร่วมกัน

*Harnessing OR
competencies to support,
fulfill, and elevate*

*Sustainable growth
with Living Community,
Healthy Environment, and
Economic Prosperity*

*Moving forward with
strong determination and
leaving no one behind*

*6 groups of
OR stakeholders*