



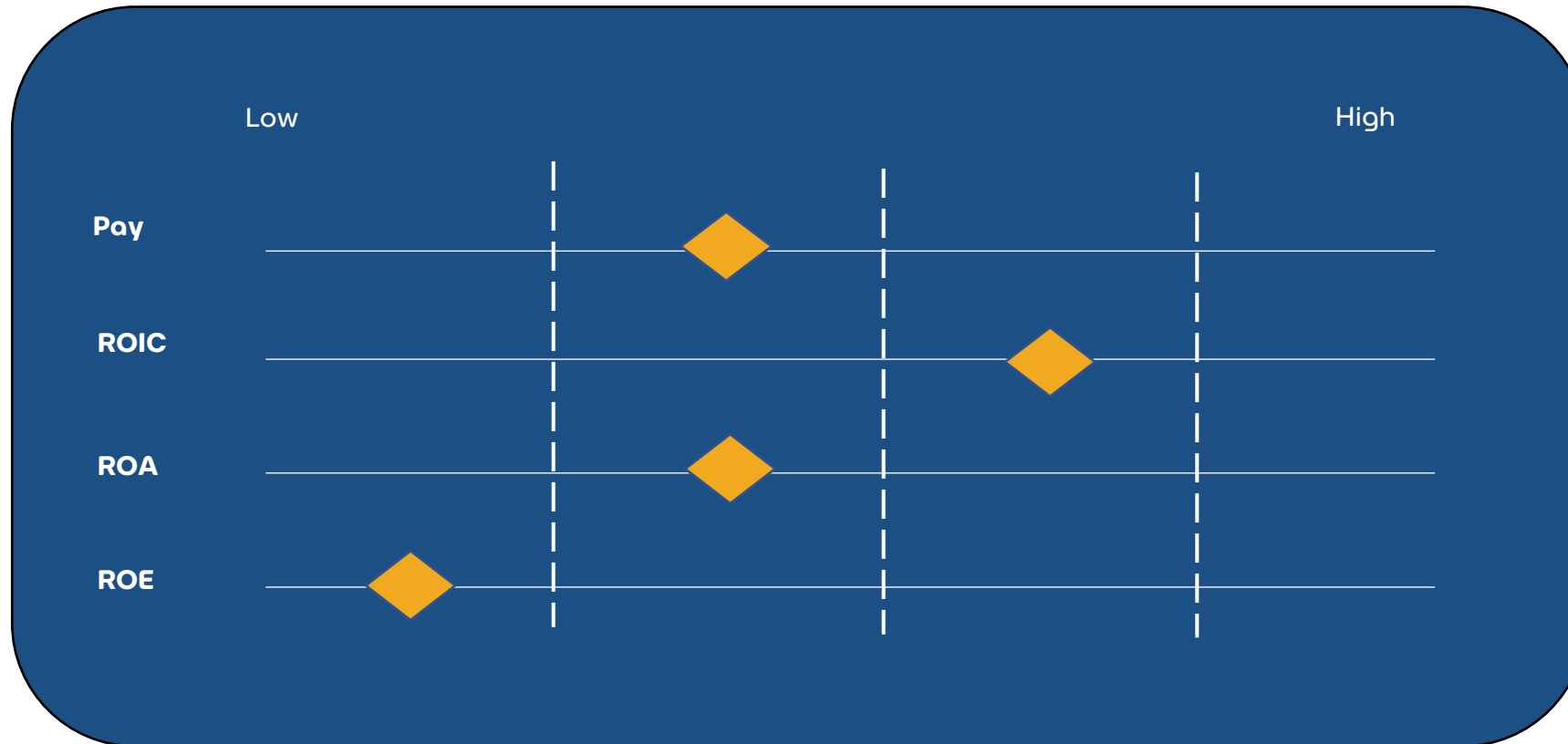
EMPOWERING ALL TOWARD
INCLUSIVE GROWTH

CEO Compensation - Success Metrics (Quartile Relative Ranking vs Peers)

2026



Quartile Relative Ranking vs Peers



Relative financial indicators (compare the financial return metric e.g. ROIC, ROA, ROE to peers in the same sector).
This is to ensure that OR compensation structure comparable with the same industry sector.



**EMPOWERING ALL TOWARD
INCLUSIVE GROWTH**

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*