

Tenant Relationship Performance

	2025 Performance 81.90% In 2025, Net Promoter Score (NPS) from tenants satisfied with common areas and services.	Goal >49% Highest Net Promoter Score (NPS) among retailers in 2025 Maintain 80% Level Aim to achieve the highest Net Promoter Score (NPS) among retailers by 2030.
	2025 Performance 93.35% In 2025, complaints and service requests can be resolved through the SERVE and Whistleblowing systems.	Goal 100% By 2030, the rate of resolving complaints and reporting repairs through the SERVE system within the specified period (SLA)
	2025 Performance 175 brands 2,700 stores In 2025, it joined the Green Partnership project (increased 3.6 times from the previous year).	Goal >200 brands By 2030, increase the number of stores participating in the Green Partnership project to jointly drive the organization's Net Zero goal.

In 2025, the Company's performance reflected the success of its tenant management as follows:

01. Tenant Satisfaction & Voice

- **NPS score** The shopping center's Common Area NPS score was **81.90** percent (increased 4.4% from last year), and the results of the assessment of the quality of life of store employees received an NPS score of **47** percent (increased 10% from last year).
- **Complaint management** Received a total of 3,949 complaints and service requests through the SERVE and Whistle Blowing systems, with **93.35** percent being able to resolve them (Complaint Close), reflecting the efficiency and transparency of the complaint system.

Financial & Social Impact

Prompt issue management and a positive working environment for store employees help reduce tenant employee turnover, lower management costs, and tangibly enhance the quality of service delivered to end consumers.

02. Business growth and potential development (Business Growth & LEAD)

- **Retail Support** Supporting small and local retailers to operate **5,883** modern trade retail stores, including **26** marketing campaigns to stimulate sales with stores.
- **Success of the LEAD project** Continuously organized for the 6th generation, more than **220** brands have joined the project, with **71** percent being able to successfully open real stores with the Company, creating a return on investment (ROI) of up to **129%** (generating more than 3,800 million baht in revolving funds). The LEAD project received international recognition, winning the Silver Award in the 'Excellence in B2B Marketing' from the Marketing Excellence Awards 2024.



03. Environmental cooperation (Green Partnership)

- **Carbon reduction with tenants** There are 165 store brands participating in the Green Partnership project, covering more than 2,600 stores (3.6 times more than last year).

Financial & Environmental Impact

This cooperation resulted in a total reduction in electricity use of more than **4.4** million kilowatt-hours. This is equivalent to reducing greenhouse gas emissions by more than **200,000** tons of tCO₂e. Helps reduce utility costs (OPEX) for the entire company and the tenant has significant financial