

12 February 2026

Press release**Plan B sets a new record high FY2025 net profit of THB 1,105 million****Resilient business portfolio, well-positioned amid a challenging economic environment****Board proposes annual dividend of THB 0.2109 per share****Key performance highlights**

- **Strong performance in FY2025:** Total revenue of **THB 9,528mn (+4.3% YoY)** driven by growth across business segments, supported by disciplined cost management, resulting in **net profit of THB 1,105mn, the highest level since the Company's establishment**
- **Robust cash generation and solid financial position:** **Free cash flow (FCF) of THB 2,509mn**, cash balance of **THB 1,792mn**, and **low D/E of 0.55x**
- **Board proposes annual dividend: THB 0.2109 per share**, representing a **dividend payout ratio of 87.7%**, reaffirming the Company's commitment to sustainable shareholder returns
- **FY2026 outlook:** Targets **6–7% revenue growth**, supported by full-year contribution from **VGI media management, Hello LED, and BTS Column media selling rights**, alongside enhanced product/package offerings, disciplined cost management, and continued upgrades to media quality to support long-term growth.

FY2025 Performance

Plan B delivered continued growth in FY2025 with total revenue of THB 9,528 million and net profit of THB 1,105 million, reflecting the strength of its portfolio management amid macroeconomic volatility. The Company achieved an average OOH media utilization rate of 73.5%, supported by growth across most media segments, and recognized revenue from VGI media management of THB 50 million¹ for May–December 2025.

Despite a challenging year and temporary impacts from external events—such as the earthquake in 1Q, the period of national mourning, and southern floods in 4Q—which softened demand in certain locations and periods, the Company effectively managed its media portfolio and sales capacity. In addition, greater flexibility in packages and integrated solutions helped maintain revenue continuity and consistent service delivery to customers.

The Company also strengthened its media network by launching new strategic assets, including The 20th, CTW360°, Central Park, and Nextopia, enhancing portfolio quality and better meeting brands' needs for awareness and engagement. Meanwhile, the engagement marketing business remained a key growth driver—particularly the sports segment, driven by revenue recognition from marketing rights management for the English Premier League (EPL)—and the launch of Immersive Muay Thai diversified revenue streams. Further, it bridged OOH media with end-to-end brand experiences.

¹ Recognized on a net revenue basis, representing 5.0% of VGI's advertising media business revenue

Financial Position and Shareholder Policy

As of end-FY2025, the Company maintained strong liquidity with cash and cash equivalents of THB 1,792 million and FCF of THB 2,509 million, while keeping a low debt-to-equity ratio (D/E) of 0.55x, reflecting financial discipline and efficient capital management. The Board has approved the proposal for the 2026 Annual General Meeting of Shareholders to allocate FY2025 net profit as an annual dividend of THB 0.2109 per share. The Company has already paid an interim dividend on 9 December 2025 at THB 0.1674 per share; therefore, the remaining final dividend would be THB 0.0435 per share.

FY2026 Outlook

The Company expects FY2026 to remain challenging, although the economy is expected to recover gradually within a limited range. Revenue from sales and services is expected to grow by approximately 6–7%, supported by full-year contributions from relevant collaborations and rights, as well as new products and packages to enhance sales effectiveness and broaden customer reach. The engagement marketing business is also expected to continue growing, driven by the rising popularity of Muay Thai, the continued positive reception of EPL marketing rights management, music marketing, and a year-round pipeline of events and concerts.

The Company will continue to manage costs and expenses with discipline and set an appropriate investment budget to upgrade and enhance media quality, supporting sustainable growth, long-term stability, and appropriate returns for shareholders.

