



# CEO ASSESSMENT FORM

Plan B Media Public Company Limited

December 2022

Example Document for Executive Officers' Evaluation Only



## Executive Officer Evaluation Form

### Objectives:

1. In accordance with good corporate governance principles for registered companies, the Board of Directors requires an evaluation of the performance of the Chief Executive Officer (CEO), the highest executive position in the organization.

2. This evaluation form utilizes a scoring method that allows the evaluator to compare assessment results across different categories or compare assessment results from different years. For example:

0 = Strongly disagree or no action taken in that area

1 = Disagree or minimal action taken in that area

2 = Agree or appropriate action taken in that area

3 = Strongly agree or significant action taken in that area

4 = Fully agree or excellent action taken in that area

N/A = No data available or not applicable

3. This evaluation form is developed based on the guidelines of the Stock Exchange of Thailand, adapted to fit the suitability and characteristics of the company's size and nature.

Document 1:

CEO Performance Evaluation Form

Progress of the Plan

Specify the objectives and the status of the achievement for each objective.

Objectives	Status
1) Total revenue budget for 2023: ___ million baht	1) Actual total revenue generated _ million baht, lower than the target of _ million baht
2) Net profit of _ million baht in 2023	2) Actual net profit generated _ million baht, lower than the target of _ million baht

Performance Measurement

Evaluation Categories	Performance Assessment					Comments/ Recommendations
	0	1	2	3	4	
<b>1. Leadership</b>						
1.1 CEO has demonstrated a clear vision in anticipating business trends, identifying business opportunities, and prioritizing business aspects that contribute to the company's prosperity and proper operations.						
1.2 CEO can translate the vision and strategies into feasible business plans or operational plans that effectively align with the organization's strategic goals.						
1.3 CEO exemplifies good organizational conduct and has a work style that encourages creative suggestions, reflecting appropriate leadership qualities for the organization.						
<b>2. Leadership</b>						
2.1 CEO can develop a clear mission, policies, and strategic plans that effectively meet the needs of shareholders, customers, employees, and other stakeholders.						

Evaluation Categories	Performance Assessment					Comments/ Recommendations
	0	1	2	3	4	
2.2 CEO can identify and analyze problems and issues that the organization needs to address accurately.						
2.3 CEO can establish processes that enable effective monitoring, supervision, and control to ensure the success of operations and risk management in the organization.						
<b>3. Strategy Implementation</b>						
3.1 CEO has established an effective organizational structure and instilled confidence that management focuses on essential functions necessary for the organization to fulfill its mission.						
3.2 CEO consistently makes good decisions and can adapt strategies promptly when conditions or circumstances signal the need for change.						
3.3 CEO has implemented strategies in order of priority and according to the measures set by the board within a suitable and effective timeframe.						
3.4 CEO ensures that the company operates correctly and complies with relevant laws and regulations.						
<b>4. Strategy Implementation</b>						
4.1 CEO has a good understanding of financial performance indicators related to the business and the financial status of the company.						
4.2 CEO can make sound decisions in managing the financial activities and budgets of the organization.						
4.3 CEO monitors, oversees, and evaluates financial planning, budgets, and operations of the company effectively, providing timely reports to the board as required.						
4.4 CEO can achieve the financial goals and market share that have been set.						

Evaluation Categories	Performance Assessment					Comments/ Recommendations
	0	1	2	3	4	
4.5 CEO has confidence that the company maintains quality, professional accounting practices and undergoes accurate financial audits without any issues.						
<b>5. Relationship with the Board</b>						
5.1 CEO can build a positive and solid working relationship with the board, fostering cooperation and close collaboration in developing the organization's mission and strategic plans, both in the short, medium, and long term.						
5.2 CEO has sufficient knowledge of the board's oversight processes and consistently follows the guidelines, including using appropriate measures and maintaining a balanced distribution of power between the CEO as the organizational leader and the board.						
5.3 CEO prepares suitable agendas for meetings and allocates sufficient time for discussions on various issues, with advance preparation of relevant documents associated with the meeting topics.						
5.4 CEO presents information to the board on matters requiring input and decision-making from the board professionally, presenting opinions for thorough consideration based on detailed and appropriate analysis.						
<b>6. External Relations</b>						
6.1 CEO serves as the representative of the company in effectively communicating with stakeholders, including organizations and various communities.						
6.2 CEO is responsible for communicating the company's financial performance and future trends to stakeholders and investor groups effectively.						
6.3 CEO professionally manages public relations, cultivates values, and maintains a positive image for the organization, reducing issues and concerns from the community and the general public.						
<b>7. Work Management and Employee Relations</b>						
7.1 CEO ensures a suitable level of autonomy and authority for employees, supporting and fostering a culture of creativity and innovation within the organization.						

Evaluation Categories	Performance Assessment					Comments/ Recommendations
	0	1	2	3	4	
7.2 CEO develops and implements appropriate processes and practices related to personnel, including performance evaluation and reward systems for managers and employees, promoting alignment toward shared goals.						
7.3 CEO supports employee education and development, encouraging the participation of qualified personnel in planning and decision-making, as well as providing opportunities for employees to work in areas where they have expertise for the benefit of the organization.						
7.4 CEO creates or hires a high-level management team with abilities, knowledge, skills, energy, and dedication to make the organization's mission and vision a reality.						
<b>8. Succession Planning</b>						
8.1 CEO reviews succession plans, including improving and modifying succession plans considering both external and internal factors, with effectiveness in mind.						
8.2 CEO establishes necessary processes and programs to cultivate future leaders with capabilities required for the organization's future.						
8.3 CEO ensures confidence that executives with sufficient potential to become high-level managers have opportunities to demonstrate their performance to the board of directors.						
<b>9. Product and Service Knowledge</b>						
9.1 CEO demonstrates a good understanding of the critical characteristics of the company's products and services.						
9.2 CEO exhibits a good understanding of managing and operating the company.						
9.3 CEO shows a good understanding of the business model, resource allocation, as well as the business and industry environment.						
9.4 CEO consistently demonstrates creativity and innovation in creating new products and services.						
<b>10. Personal Attributes</b>						

Evaluation Categories	Performance Assessment					Comments/ Recommendations
	0	1	2	3	4	
10.1 CEO creates a positive image for the company, including projecting personal image, having a forward-thinking perspective, and an attitude that instills trust and support from stakeholders.						
10.2 CEO showcases skills in analyzing and addressing challenges, problems, conflicts, including not being deterred by complex and challenging tasks.						
10.3 CEO upholds high standards of ethics and integrity, as well as maintaining a good balance in time management and prioritization, both in work and personal matters.						
<b>11. Performance of Company Leadership in ESG Aspects</b>						
11.1 Satisfaction of stakeholders, such as the board of directors, executives, and employees.						
11.2 Environmental performance, such as achieving planned targets for reducing greenhouse gas emissions and electricity consumption compared to previous years.						
11.3 Employee safety statistics, such as no work-related fatalities.						
11.4 Achieving cost savings of more than 1% of sales when complying with the approved ESG framework by the company's board of directors.						
<b>Overall Score</b>						
<i>Calculated as a percentage</i>						