

บริษัท แพลน บี มีเดีย จำกัด (มหาชน) Plan B Media Public Company Limited



BUILDING ON A SOLID FOUNDATION FOR FUTURE SUSTAINABLE GROWTH

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Message from the Chairman of the Board of Directors



To Shareholders,

2021 is another year that the Company has operated the business amidst the challenges from the COVID-19 pandemic that posted threats to the Company and other companies in advertising media industry in Thailand as the global economy and Thailand economy decelerated. Nevertheless, the Company is committed to incessantly developing out-of-home media and engagement marketing business including the expansion of media footprint through existing business and collaborations with partners to further expand business opportunities to be up to date and diverse. In 2021, the Company managed to generate total revenue of THB 4,607 million and net profit of THB 64 million.

For the past year, the Company placed high priority on social responsibility by joining forces with business partners including our subsidiaries to initiate different social projects to alleviate difficulties and offer benefits to the society under the COVID-19 crisis. For example, the Company teamed up with business partners and volunteers to donate rice and survival kits of more than 30,0000 sets to be distributed to various communities across Bangkok as a part to send moral support to Thai people to thrive through the COVID-19 crisis together. In addition, the Company and our alliance "World Gas" jointly run a project "Ran Yim Dai...Rao Gor Yim Duay" (They Smile...We Smile) to provide gas tanks from World Gas free of charge to vendors who were affected by the COVID-19 outbreak. The Company also helped small businesses conduct public relations through "Fark Ran Parn Jor" (Shop Promotion Through Screens) project while the Company shared media spaces to help promote SMEs in restaurant, beverage and bakery businesses impacted by the closure and no dine-in policy in the maximum control zones under the COVID-19 situation. Moreover, the Company offered support to "Fight Forest Fires...Save Lives" to share our media space to taejai.com website as a channel to promote and offer opportunities for people in the society to donate firefighting equipment to the forest rangers across Thailand to help wildlife and send moral support to the forest rangers in performing their duties to conserve natural resources and environment for Thai people and Thailand. Besides, we offered our media as one of the channels to promote blood donation for the Thai Red Cross Society as they invited the Company to take part in finding and encouraging people to donate blood for the Thai Red Cross Society endorsed by Her Royal Highness Princess Maha Chakri Sirindhorn for a period of 2 years starting 15 October 2021 onward. Note that after the Company conducted public relations through our out-of-home media platforms to persuade Thai people to donate blood at the National Blood Center of the Thai Red Cross Society, the volume of blood donation increased materially despite the outbreak of COVID-19 in the past year.

Under the COVID-19 pandemic, the Company places importance on health and safety of our employees who are the key factor in getting through the crisis together. Therefore, measures to control an prevent the spread of COVID-19 were put in place for employees to

strictly conform to and the COVID-19 insurance was also provided to all employees. Furthermore, the Company realizes how important our personnel are in driving the organization to achieve our goals and thus emphasize teamwork and team management as well as suitable work environment so that all employees enjoy their lives and work every day. The Company also encourages employees to learn a variety of skills to develop their potential and provides opportunities for all employees to participate in strategic planning to promote their participation as a part of the organization. This is considered to be a strong foundation for the Company under efficient business management which will partly contribute to growth and sustainability of the Company in the future. With our commitment to conduc the business in a sustainable manner under good corporate governance policy in various dimensions as well as environment, social and governance (ESG) aspects, the Company places importance on sustainable development both economic growth as well as social and environmental responsibility. Consequently, the Company became one of the 146 listed companies included in the 2021 Thailand Sustainability Investment (THSI) of the Stock Exchange of Thailand (SET) from the sustainability assessment covering economic, social and environmental aspects. Furthermore, the Company prioritizes anti-corruption and is already certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) thanks to our efficiency management with transparency, accountability and prudent concern for all stakeholders of the Company. As a result, the Company was rated "5 Stars" or "Excellent" from the Thai Institute of Directors (IOD) for the 5th consecutive year. The aforementioned demonstrates our intention and commitment to undertake our business with sustainability and adherence to management according to corporate governance principles with the purpose to create positive outcomes to the people, the society and the world in the long run. Plus, the Company was recently awarded "2021 Best Invest Relations Awards" in the category of listed companies with market capitalization of more than THB 10.000 million but less than THB 30.000 million. organized by the Stock Exchange of Thailand and Money and Banking Magazine which reflects our potential in carrying out investor relations' activities that are solid and transparent.

On behalf of the Board of Directors, executives and employees of Plan B Media Public Company Limited, I would like to express my gratitude toward shareholders, government agencies, all stakeholders including business partners who play an important part in driving and supporting the Company's business. Shareholders can rest assured that sustainable development concept that is integrated in all dimensions of our business conduct will ensure stable growth and return to all stakeholders in a continuous and sustainable manner. Lastly, the Company would like to take this opportunity to send moral support to medical workers, entrepreneurs and related agencies in all sectors to thrive through the COVID-19 crisis together smoothly without any interruption.

Message from the Chief Executive Officer and Managing Director



To Shareholders,

Throughout the year 2021, despite the impacts on the Company from the COVID-19 pandemic, the Company remained on our course with a commitment to developing an out-of-home media and engagement marketing business that continues to keep up with global changes. This included the advertising media network expansion through existing businesses and collaboration with business alliances to modernize and diversify business opportunities to enhance our capabilities and competitiveness for both out-of-home media business and engagement marketing business, reflecting our mission and vision in the long term. Hence, the Company attained a satisfactory growth rate of 13% per annum from 2016 to 2021. Furthermore, despite the impacts of the COVID-19 situation, the Company still managed to deliver total revenue of THB 4,607 million and a net profit attributable to shareholders of the Company of THB 64 million. In addition, the Company has achieved the following regarding our business operations and development.

Built on the existing out-of-home and engagement marketing businesses to further strengthen the Company.

On 19 November 2021, the Extraordinary General Meeting of Shareholders No.1/2021 through electronic means (E-AGM) resolved to acquire assets and shares of subsidiaries of MACO, namely, Co-Mass Company Limited and MultiSign Company Limited, owners of 655 out-of-home billboards, both classic billboards and digital billboards in key locations. The objective is to enhance our potential to provide out-of-home media services in the domestic market to cover broader areas. In addition, the transaction also enables the Company to increase our capacity to produce out-of-home media and reduce the minimum guarantee the Company had to pay MACO group under the management contract to THB 250 million from

THB 700 million per year.

At the end of 2021, the Company installed LED screens in 2,000 branches of the 7-Eleven convenient store. The Company also developed content to promote the visibility of these advertising screens in 7-Eleven and adapted point-of-sales advertising technology to choose advertising media consistent with consumer behaviour and the needs of product owners during each period.

Apart from the out-of-home media business, the Company also focuses on developing our engagement marketing business by being the official agent to manage rights of the Football Association of Thailand and rights to search for sponsorship for national football tournaments, professional football leagues and other football activities for a total of 8 years from 2021 to 2028. As the COVID-19 situation subsided, football tournaments and related activities football started to resume at the end of the past 2021.

For the artist management business, the Company has faced challenges as the BNK48 girl group activities were significantly affected by the COVID-19 pandemic. Nevertheless, the situation has been improving continuously, and the Company expects that activities of BNK48

will return to normal as planned shortly in 2022.

Additionally, the Company successfully managed marketing rights management for the Tokyo Olympic Games in 2021 and delivered more than THB 500 million in revenue. Besides, the Company also acted as an agent to manage marketing rights for 3 other global sports tournaments, which are the 2022 Beijing Winter Olympics, the 2022 Dakar Summer Youth Olympics, and the 2022 Asian Games. For these events, the Company will leverage our strengths for out-of-home media with diverse offering and national coverage to promote content of these Olympic events to be appealing and popular to reach a broader group of customers. This will further promote popularity trends and create market value added to Thailand's sports industry. This includes rights to live broadcast, sponsor management and content management for key sports events.

Restructured sports marketing business to grow engagement marketing business

The Company leverages our media management expertise and customer base to grow our sports marketing under "PLANB Stadium", focusing on 5 types of sports per following.

- (1) Football: Being an agent who manages rights of the FA Thailand under the Patronage of His Majesty the King from finding sponsors for national football competitions, football league competitions and other football-related activities for 8 years from 2021 to 2028.
- (2) Management of marketing rights for a live broadcast of international sports events: the Company manages marketing rights of the Olympic Games, including promotion of the Olympics through various platforms, live broadcast through over 6 channels, online channel promotion, promotion through out-of-home media of the Company, as well as on-ground and virtual events. This also includes a live broadcast of the Asian Games in 2022.
- (3) Boxing: Transforming Thai boxing (Muay Thai) under the management of Global Sports Venture or GSV, a subsidiary of the Company, which is committed to supporting and developing Thai boxing to grow internationally. The Company invested in Rajadamnern Boxing Stadium to become a global hub of Muay Thai. Moreover, technology is adopted to connect the Muay Thai industry with new generations and foreigners and make fights more attractive to the audience, such as introducing a championship league, PR and promotion, and organization of boxing events.
- (4) Running: The Company invested in Raceup Work Company Limited, a sports event and marathon event organizer in different provinces. By 2022, the Company targets to organize running events that promote tourism for over 10 events.
- (5) E-sports and online game: The Company organized the 2021 E-League of Asia for e-Football PES 2021 and launched a mobile game, "Katekyo Hitman Reborn", through iOS and Android platforms, which received good results and feedback from people using the service.

Emphasized innovation development of "MAGNETIC

Message from the Chief Executive Officer and Managing Director



Measurement" continuously to elevate media planning.

The Company collaborated with TELCO to continuously develop the innovative platform "MAGNETIC Measurement" to assess the accessibility of out-of-home media to help brands plan their deployment of advertising media more effectively by using information and mobile technology to conduct analyses to produce in-depth and useful information. Note that media buyers will be informed of reach, eyeballs and audience profiles. In addition, data will be used to analyze consumer behaviour to develop communication further and allocate funds to buying media properly to achieve the value of money for the investment. In the recent past, the Company's business operations are growing in line with statistics of the whole MAGNETIC Measurement platform and Google Mobility Index that shows innovation and development of tools to measure the effectiveness of advertising media.

Won an award of success and maintained SET 100 status that accentuates our leader position in out-of-home media.

The Company has been included in the top 100 listed companies on the Stock Exchange of Thailand (SET 100). In addition, PLANB was among the first 100 companies with the highest market capitalization and trading liquidity from 2015 to 2021. Furthermore, the Company was also granted "2021 Best Investor Relations Awards" for listed companies with a market capitalization of higher than THB 10,000 million but lower than THB 30,000 million hosted by the Stock Exchange of Thailand and Money and Banking Magazine, which signifies our investment relations' potential to organize solid and transparent activities.

Focused on people and social responsibility for long term sustainable growth.

The COVID-19 pandemic urged the Company to pay more attention to the health and safety of employees, who are crucial to the Company to overcome obstacles during the crisis. Therefore, the Company set out control and preventive measures by allowing employees to work from home as well as other health measures such as provision of COVID-19 insurance for all employees, body temperature check before work, provision of facial masks and alcohol gel to all employees and spraying of disinfectants in various spots at the office weekly. Note that the Company never overlooks the importance of people and teamwork and promotes a suitable work environment for all to enjoy their lives every day. Employees are also encouraged to participate in strategic planning so that they all feel that they are an essential part of the organization.

The Company stresses social responsibility and has jointly worked with partners and subsidiaries to launch projects for social benefits to lessen the difficulties of people affected by the pandemic. For example, Fark Ran Parn Jor" (Shop Promotion Through Screens) was introduced to help SMEs operating restaurants, beverage shops and bakery shops affected by government measures such as closure or no dine-in policy to promote their businesses without charge. In addition, the Company supported taejai.com in the "Fight Forest Fires...Save Lives!" project and offered our media platforms as a channel to conduct PR. For example, allowing people to donate firefighting equipment to help forest rangers protect wildlife nationwide and send moral support to those forest rangers

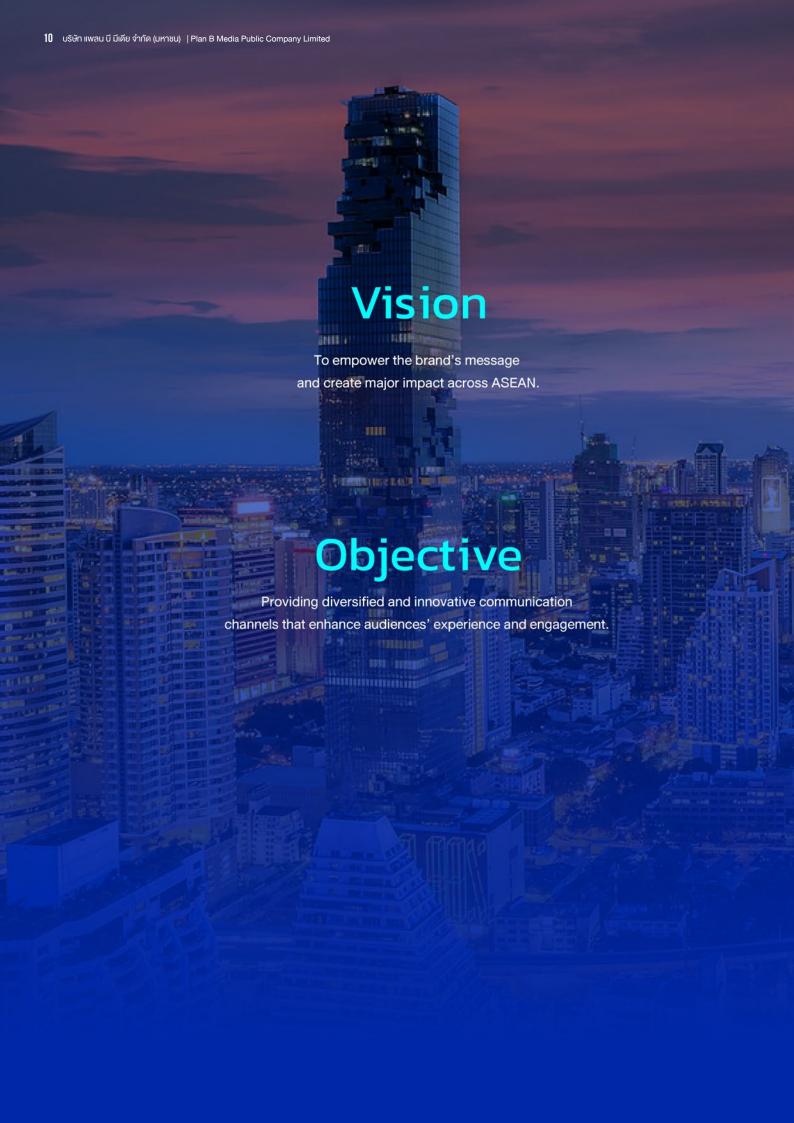
to fulfil their natural resource and environmental protection and conservation duties for the people and the country. The Company also provided PR channels for a blood donation campaign of the Thai Red Cross Society. As a result, the Company was invited to help find and encourage people to donate blood for the Thai Red Cross Society, endorsed by Her Royal Highness Princess Maha Chakri Sirindhorn, for 2 years from 15 October 2021. This resulted in a significant increase in blood donation units after the Company promoted this campaign to encourage the public to donate blood at the National Blood Center, Thai Red Cross Society.

In addition, sustainable development remains our focal point to strike a balance of economic growth and social and environmental responsibility. Through this, the Company is among 146 listed companies to be included in the 2021 Thailand Sustainability Investment (THSI) of the Stock Exchange of Thailand (SET) through the sustainability assessment covering economic, social and environmental dimensions. It is evident that the Company strictly adheres to sustainable business conduct under good corporate governance principles in various dimensions and environmental. social and governance (ESG) considerations. These efforts are undertaken alongside its digital transformation journey to be prompted changes and change consumer behaviour. This is proof that the Company can plan and leverage on its potential within the organization to help solve social and environmental issues and drive sustainable development strategy to become a crucial part of running the Company's business. This will enable the Company to attain solid growth and satisfactory return to investors in the long run, ready to be a choice for investors who want to invest in stocks of listed companies with sustainable business conduct.

Corruption is another area that the Company has been combating, as seen in our recent certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC), thanks to our efficient, transparent and accountable management, considering all stakeholders in all aspects. This led to a satisfactory assessment of our corporate governance to achieving "5 Stars" or "Excellent" rating from the Thai Institute of Directors (IOD) for 5 years in a row. This signifies our strong intention and a firm commitment to conducting sustainable business to operate a business under good corporate governance principles to ensure that the people, the society and the world will benefit from the positive impacts created.

The Company firmly believes that improving the COVID-19 situation will continue its path. The Company's operating performance will bounce back fast in a V-shape form. In contrast, the Company is still committed to developing and expanding out-of-home media business non-stop and collaborating with partners who will complement our capabilities and competitiveness to deliver stable growth in the long run.

Representing all executives, I would like to thank you for your trust, support, and confidence from all shareholders, investors, financial institutions, business partners, customers, executives, and employees. Your devotion has led to satisfactory operating results over the past years. We all will remain unwavering in developing business and adapting ourselves to embrace the world characterized by uncertainties and rapid change and be prepared for the upcoming opportunities and challenges. Furthermore, we will observe sustainable development principles in running our business in the best interest of all stakeholders in a balanced manner to bring Thai society toward sustainable prosperity in the future.



Business Strategies

The Company has defined AGIILE as the organization's core values in conducting business which reflect its beliefs and DNA, leading to shared desired behaviors of the people in the organization.

Active

Executives and employees understand expectations and customer needs while being prompted to deliver best services to customers and committed to being excellent in the advertising business.

Growth

Executives and employees build strengths in conducting business for the organization under good corporate governance principles with transparency and accountability.

Innovation

Encourage out-of-the-box thinking with a key goal to enhance the quality of products and services and environmental conservation at all fronts with concerns for stakeholders including society, communities, shareholders, consumers and suppliers.

Leadership

Possess leadership and dedication to create quality work and promote sustainability of the organization.

Expert

Develop skills and expertise of executives and employees to be ready to learn new things and continuously develop capabilities to jointly come up with plans to enhance the organization's business potential and work efficiency.



Board of Directors

Pol.Gen Somchai Vanichsenee 01

> Chairman of the Board of Directors/ Independent Director / Chairman of the **Audit Committee**

02 Mr. Palin Lojanagosin

Director and Chief Executive Officer

- 03 Pinijsorn Luechaikajohnpan,Ph.D **Director and Managing Director**
- Mr. Arnon Porndhiti Director
- 05 Mr. Ekapak Nirapathpongporn
- 06 Mr.Mana Jantanayingyong Director
- 07 Pennapha Dhanasarnsilp, D.B.A Independent Director / Member of the Audit Committee
- 08 Mrs.Monluedee Sookpantarat Independent Director / Member of the Audit Committee

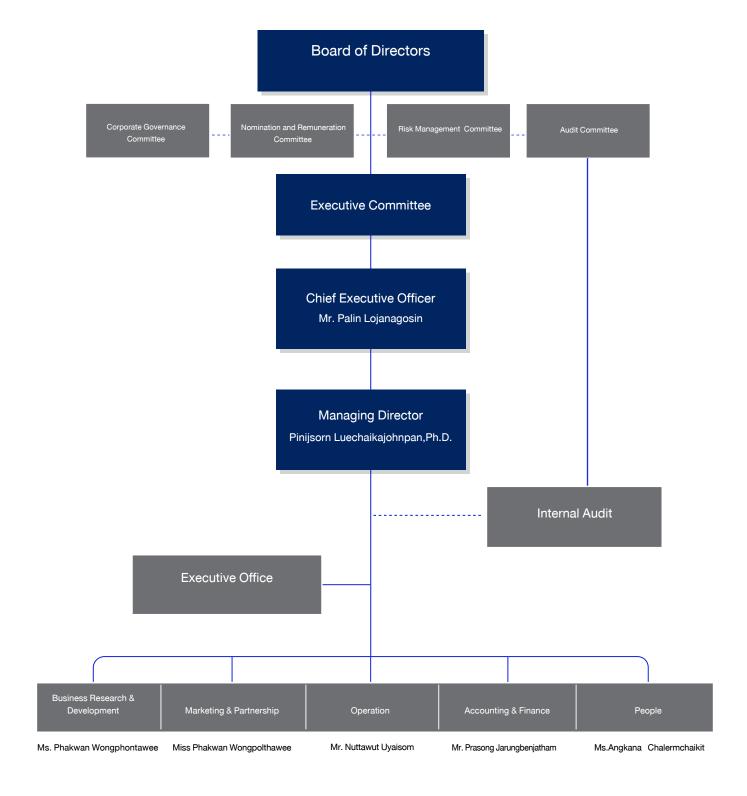
Management



- Mr. Palin Lojanagosin **Chief Executive Officer**
- Pinijsorn Luechaikajohnpan ,Ph.D. Managing Director
- Mr. Prasong Jarungbenjatham
 Chief Financial Officer

- Miss Phakwan Wongphontawee **Chief Business Development Officer** & Acting Chief Marketing and Partnership Officer
- 05 Mr. Nuttawut Uyaisom **Chief Operating Officer**
- Ms.Angkana Chalermchaikit Chief People Officer

Organization Chart



Operational Highlights

Delivered consistent growth amidst slowdown advertising industry

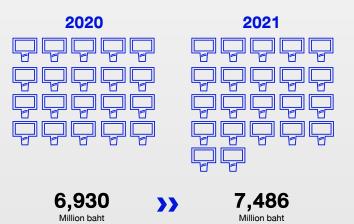
Highest growth among **OOH** media operators

Significantly higher 6-year average revenue growth rate compared to overall Out of Home media industry.

Out-of-home media Plan B Media 2017 2018 2019 2020 2021 2017 2018 2019 2020 2021

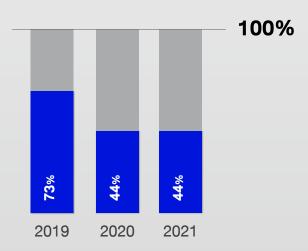
Note: The decrease in revenue in PLANB and total OOH media spending in 2020-2021 due to the impact from the COVID-19

Media Capacity



Utilization rate

Utilization rate from 2019-2021



Note: The decrease in the utilization rate in 2020-2021 was due to the impact from the COVID-19 and the increase in media capacity

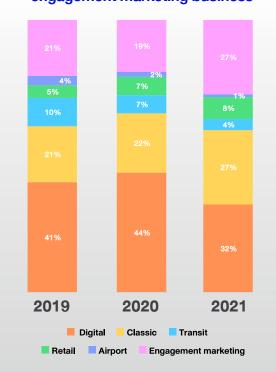
PLANB's market share in Out-of-Home Medi^{a1}

A leading out-of-home media operator with approximately 35% market share in 2021 due to the acquisition of MACO's assets



High potential growth from overall media market as the Company share was only 3.0%

Revenue contribution from 5 main the Out-of-Home media business and the engagement marketing business



¹ Source: The Neilsen Company (Thailand) Limited

Financial Highlight

CAPEX investment in 2021 was more than THB 1,300 mn. for media diversification and coverage throughout Thailand

Total revenue (THB mn.) 2019 4,919 2020 3,768 4,607 EBITDA (THB mn.) 2,079 2020 2021 2,306 Net profit (THB mn.) 2020 140 2021 64 Total asset (THB mn.) 7,979 2019 2020 12,250 **■13,764** Total Equity(THB mn.) 6,890 2019 5,655 2020 7,360 Debt to equity ratio (time) 2019 0.16 2020 1.25 2021 0.91 Gross profit (%) 34.7% 2019 22.3% 2020 14.5% Net profit margin (%)

2020 3.8%

2021 1.4%

Awards and achievements in 2021





PLANB received "Excellent" CG scoring in 2021 for five consecutive years

Plan B Media Public Company Limited was awarded 5 stars for its Excellent CG scoring in 2021 from the Thai Institute of Directors for four years in a row from 2017-2021 thanks to its commitment to conducting business under ethical code, good corporate governance guidelines and sustainable development principles that help foster effective, transparent and accountable management.

This leads to strong confidence among shareholders, investors and all stakeholders.



Plan B Media Public Company Limited became a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)

from 2019 to 2021 and adhered to principles in doing business according to good governance, ethics and code of conduct to be responsible for

communities, society, environment and all stakeholders across the supply chain.

• The Company was granted SET Awards 2021, organized by the Stock Exchange of Thailand and Money and Banking Magazine

- (1) Plan B Media Company Limited was selected from the Stock Exchange of Thailand to be 1 of 146 companies listed in the stock exchange to be considered a sustainable business the performance or "sustainable stock" for 2021. This reflects PLANB's commitment to sustainably undertaking its business under a good corporate governance policy covering.
- (2) Plan B Media Company Limited was granted "Best Investor Relations Awards" from SET Awards 2021 organized by the Stock Exchange of Thailand and Money and Banking Magazine.

Key Millstones and Developments

Plan B Media Public Company Limited was officially founded on 11 March 2005 by Mr. Palin Rojanagosin with the initial registered capital of THB 10.0 million and the objective to operate a service business to produce out-of-home media. Throughout the years, the Company has developed advertising media and diversified media types continuously to enhance competitiveness with an aspiration to become and sustain as one of the leaders in media business. Over the past 5 years, the Company has the following key developments.

- · Founded Plan B Online Co., Ltd. to diversify advertising media by launching online media during January 2017.
- · Commenced a new business as an official agent to manage rights of the Football Association of Thailand and Thai League Co., Ltd. in January 2017.





- Founded Panyathip Plan B Media Laos Co., Ltd. to expand the out-of-home media business in the Lao People Democratic Republic in June 2017,
- Launched digital media and classic media services on 1,100 vending machines across Thai-land in June 2017.
- Established SRPB Media Co., Ltd. to extend the overage of digital out-of-home media in Bangkok to tap into customer groups with a limited budgets during September 2017.
- Expanded Plan B TV Nationwide digital media network of 90 displays in 52 provinces across Thailand in September 2017.
- Increased investment in Malaysia's Sanctuary Billboard Sdn. Bhd. from 30% to 40% owner-ship in December 2017.





• Invested in W.P.S. Media Co., Ltd. to expand its airport media through 150 Air Traveler Supreme digital displays with charging stations for mobile devices across Su-varnabhumi Airport in January 2018.





- Expanded its future street media through 150 static billboards in Pattaya in April 2018.
- Diversified business portfolio through engagement marketing with its investment in BNK48 Office Co., Ltd. to bring music content to enhance engagement between consumers and product and service brands in May 2018
- Premiered Central World Connect project by installing the world's biggest and Asia's first Interactive DOOH display worth over THB 400 million in investment budget in June 2018.





- Introduced Geofence package that brings out a perfect combination between online and out-of-home media that promotes the effectiveness of the advertising media to allow deep and broad communication with consumers in September 2018.
- · Commenced E-League Pro, the first official professional esports tournament in Thailand un-der collaboration with the Football Association of Thailand and Konami, a leading game de-veloper based in Japan in September 2018.
- Introduced ICONSIAM package to extend its coverage in Bangkok's premier shopping malls with more than 250 digital displays throughout the new ICONSIAM shopping mall in Novem-ber 2018.
- Invested in Sign Work Media Co., Ltd. to extend its out-of-home media network in Suvarna-bhumi Airport with 38 displays in the arrival hall during December 2018.
- Invested in Digital Factory Co., Ltd. to expand its online media business together with out of home media in December 2018.







- Launched Bangkok Jam service through 50 digital displays on major streets across Bangkok equipped with traffic condition reporting system, intelligence traffic signs, accident report system and CCTVs to report traffic at those locations in real-time. This is to solve traffic issues in Bangkok and enhance the quality of life of people in Bangkok.
- Introduced Paragon Motion Block digital media at Parc Paragon the fountain square is con-necting SIAM BTS Station and SIAM Paragon shopping mall to further extend its digital media coverage to key landmarks in Bangkok.
- Invested in BL Falcon Pte. Ltd. to expand its digital media network in Singapore which is the 5th foreign market that the Company has a presence in as approved by the Board of Direc-tors





- Joined forces with VGI PLC ("VGI") to develop business together not only for out-of-home media but also new products and services to offer integrated marketing solutions by com-bining O2O Solution from VGI with engagement marketing content from Plan B.
- Invested in Splash Media PLC ("Splash") to extend its out-of-home media coverage to static media through 79 large-sized billboards (35 in Bangkok and 44 in upcountry).
- Expanded its music marketing business through the debut of CGM48, a sister girl group of BNK48. CGM48 will be based in the northern region to carry on major activities to create a local fan club base that allows better access and tighter relationship. This is considered an extension of BNK48 to promote variety and commercial capabilities.





- Signed a contract to become an official agent to manage marketing rights of Tokyo 2020 Olympics consisting of 1. Live broadcasting rights 2. Sponsorship rights 3. Content management rights. The objective of this initiative is to create viewing opportunities and promote the participation of the most significant sporting events of humanity for Thai people so that everyone can enjoy the experience of viewing the events and send moral support to the Thai national team to achieve Olympic gold medals together.
- Inaugurated "Lido Connect" media service that combined digital media and static media to renovate Lido Multiplex located in the heart of SIAM Square to be colourful and spectacular. The new look will attract tourists and passersby in the surrounding areas.
- Signed an advertising media management contract with CP All PLC to extend its retail media services to 7-Eleven stores. A nationwide coverage target of 2,000 locations was set to be attained within 2021.
- Expanded digital media through the launch of Bangkok Jam Phase 2 to provide 40 digitals displays with a traffic reporting system in key strategic locations in Bangkok on top of 50 locations during Phase 1.







- Collaborated with MACO for management of all domestic advertising media of MACO to develop and enhance out-of-home media business potential, including large-sized billboards, street furniture and a digital display network of over 2,000 locations.
- Launched Paragon Motion Block 2 at the connecting areas of SIAM Paragon and SIAM Center was previously offered at the fountain area between SIAM BTS Station and SIAM Paragon to expand media coverage to high-potential locations.
- Added media footprint at Rooftop@Parc Paragon to further extend digital media coverage to strategic landmarks in Bangkok.
- Premiered an online game, "SamkokMOE". The Company realized the potential of the online game industry and ventured into the online gaming business to receive good market feed-back. The game is available for download for Android from Google Play and was launched for the iOS system in April.
- Expanded digital media footprint through launching Twintube+, a vertical digital screen on Sathorn Road, which is a key strategic location in Bangkok to attract passersby in the neighbourhood.
- Extended its advertising media management for 7-Eleven convenience stores during media Installations have been completed in 300 stores since June 2020. The Company set a target to achieve 1,000 stores across Thailand by the end of the third quarter of 2020.
- Extended digital media network by introducing The Prime 9 with a large-sized signature screen on Ekkamai-Rabindra Road to access target customers.
- Invested in Good Things Happen Co., Ltd., which engages in strategic marketing partner business. This move will enhance the Company's capabilities in entertainment media in the future. Through this new business, the Company premiered Thailand's inaugural multi-plat-form live concert under collaboration with Plan B, GMM Grammy, A-Time Media and Good Things Happen.
- Further developed the Smart Bus Shelter project to enhance the quality of living of Bangkoki-ans. Traffic and Transport Department of Bangkok joined forces with Plan B Media Public Company Limited in modernizing existing bus shelters to resolve a major problem of unin-formed passengers about bus arrivals. The new smart bus shelters will be equipped with a security system through CCTV, mobile charging stations and free Wi-Fi to accommodate people waiting at the stops. The Company has a plan to improve a total of 691 bus shelters.
- Became an official agent to manage the rights of the Football Association of Thailand (FAT). Plan B Media Public Company Limited was the winning bidder to become the official agent to manage rights of the Football Association of Thailand (FAT) under the Patronage of His Majesty the King. This granted exclusive rights for Plan B only in acquiring sponsorships for national football tournaments, professional football competitions and other related activities for a total of 8 years from 2021to 2028. This is to promote and support national football for Thailand. FAT signed an agreement to grant management rights to the Company on August 18th, 2020.
- Developed and introduced "Magnetic" as an innovation for the media industry. The effectiveness of advertising media or return on investment of media must always be quantifiable in numbers. Ratings measure traditional media like TV media, and KPIs measure new media on online platforms. Data collection, data processing and indicators are different across media. There was no standard or clear guideline for out-of-home media in the past to determine the number of viewers or media exposure. Only estimates of the number of cars on the streets and various assumptions.



The Company collaborated with "Telco" to develop a new innovative platform ", Magnetic", to measure the effectiveness of out-of-home media in various marketing campaigns and use the technology and data, which are large sample sizes from Telecom company. This platform allows the Company to analyze high frequency to collect daily information of target custom-ers in each location using mobile signals. Luckily, mobile technology provides access to more in-depth data and better insights about target customers



around the locations where advertising media are present. Users of Magnetic will be able to receive an audience profile that includes basic information such as gender, age, interests, reach (number of viewers), eyeballs (number of views), frequency, and dwell time (time spent at a specific location of a viewer). Plan B has a long-term plan to develop the Magnetic platform further to improve the information of documents about source and instruction for customers to understand the char-acter of media, Submit the measurement data of media package monthly which is data can be used for media planning and report results after using the media (about statistics during the advertising was on-air), Enabling media buying through Programmatic DOOH to expand the customer base to a board, and reduce price barriers for retail customers. And leverage information to improve the media package better. Through investments in this new platform, it is most likely that brand owners will have more trust in out-of-home media, which will help brand owners optimise their advertising budget allocation. In addition, marketers will be able to reach their target customers better and analyze consumer behaviour to develop more effective communication plans and media plans for their investments, thanks to Magnetics' systematic measurability.

- Invested in Via Group (Thailand) Co., Ltd. The Company invested in Via Group (Thailand) Limited, the VIA BUS application developer can track public buses in real-time to support business expansion.
- Installed LED monitors in 7-Eleven convenience stores to provide point-of-sale advertising services. As of 30 September 2020, the Company completed LED monitor installation of over 850 locations and planned to extend to over 1,000 locations across Thailand by 2020.
- Installed LED screens in 1,000 locations of 7-Eleven convenience stores as planned at f the end of November 2020 and targeted further expansion to reach over 1,500 branches across Thailand within Q1 2021.
- Introduced its LINE Official Account to extend communication channels for customers to broaden the customer base to make inquiries and closely follow news and updates from the Company as the Company values all groups of customers. This move will promote better access to information especially related to out-of-home media. Moreover, the Company also develops sports content and shares interesting information to support learning about football and other sports. Integrated marketing communication is considered an alternative way to expand engagement marketing business
- Participated in a program with the Thai Red Cross Society to recruit and support blood donors as endorsed by Princess Sirindhorn Debaratanasuda Kitivadhanadulsobhak for 2 years starting from 15 October 2020. The number of blood donors increased significantly after the Company began its PR campaigns to urge Thai people to donate blood at the Na-tional Blood Center, Thai Red Cross Society, leveraging on its out-of-home media.
- Teamed up with Raceup Work Co., Ltd., a sport and marathon event organizer specializing in sport tourism to host running events certified by IAAF standards along beautiful routes in different provinces. The Company takes advantage of its out-of-home media networking in promoting the activities and tourism of each province and secures sponsorship to add value and expand its sports marketing business.
- · Continuously improved lighting of its billboards and recently changed LED lights for Unipole billboards across Bangkok of over 150 billboards. Higher effectiveness is achieved as brightness and proper lighting enhance the clarity and aesthetic appearance of the bill-boards
- Modernized existing bus shelters to become "Smart Bus Shelter" to accommodate bus passengers. According to the timeline, at the end of Q4 2020, the Company delivered 115 finished smart bus shelters to the Traffic and Transport Department. Additional 90 smart bus shelters will be completed within Q1 2021 and another 145 smart bus shelters by the end of Q2 2021.
- Selected as a listed company to be a part of SET100 from January to June 2021, given the Company's ranking within the top 100 for its large market capitalization and high liquidity.
- · Acclaimed by its capabilities in running a business, Plan B Media Company Limited received three awards from the Stock Exchange of Thailand (SET), including 2020 Outstanding Company Performance Award for the category of listed companies with a market capitaliza-tion of THB 10,000 — 30,000 million, 2020 Outstanding CEO Awards, and 2019-2020 Out-standing Young Rising Star CEO Awards.





- Completed its installation of 1,170 Cookies signboards at smart bus shelters as planned and delivered to the Bangkok Metropolitan Administration.
- Elevated media quality and created value-added for out-of-home media using the 3D tech-nique on digital screens to enhance the audience's realistic experience. The Company re-cently premiered "The Battle of Fire" of King Dragon and King Kong on 4 connected large digital screens at Parc Paragon. The campaign received massive responses from target customers.





• Shared the Company's media space through the "Phak Ran Parn Jor" campaign to help promote SMEs operating in food & beverage and bakery businesses affected by the closure and dining-in ban in maximum control zones (Bangkok, Nakhon Pathom, Nonthaburi, Narathiwat, Pathum Thani, Pattani, Yala, Songkhla, Samut Prakarn and Samut Sakhon) given the COVID-19 outbreak.





- Invested in a joint venture between Plan B and RS Group to develop products and expand commerce business.
- Collaborated with partners to give back to society during the COVID-19 crisis through offering help for Thai people by donating over 30,00 sets of rice and snacks to be distributed to different communities across Bangkok to send moral support help all Thai people to get through this crisis together.
- Debuted "Katie", Thailand's latest virtual influencer with an international appeal. Plan B Media Public Company Limited joined forces with Lemonz Bangkok, a subsidiary of SOUR Bangkok and AWW Inc, Japan's No.1 company with the expertise of creating virtual humans who created famous virtual influencers like Imma and Ayayi, to create and develop a character named "Katie". Katie is characterized by her thick eyebrows, big round eyes, sharp facial features with a hint of sex appeal. This Thai virtual influencer will stay forever 22 without pain, fuss, or bad history to be dug up to hurt brand image, and this is perfect as a presenter for leading brands. The virtual influencer trend is considered the next wave that has gained popularity in many countries.
- Introduced new experience with 3D technique on a gigantic screen "The Panoramix@ Centralworld" of over 3,000 square meters of space. The Company elevated and created value-added for its out-of-home media using the 3D technology to enhance the virtual experience for audiences passing through the area with "DREAM", a special show which will take you out of a square room and let you unleash your imagination through the space to arrive at a dreamland.
- Continued the 7-Eleven project to expand its advertising media in convenience stores. As of th end of 2021, the Company completed the installation of LED displays in 1,929 branches of 7-Eleven stores.







Summary of the Company's financial statements for the year 2018–2021

	Consolidated Financial Statements							
				As at 31 Dec	cember 2021			
Statement of financial position	20	2018 2019 2020			020 2021		21	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
Assets								
Current assets								
Cash and cash equivalents	440.5	7.4	2,360.1	29.6	638.3	5.2	1,985.9	14.5
Current Investments	-	-	12.4	0.2	-			-
Trade and other receivables	1,332.5	22.5	1,559.8	19.5	1,428.3	11.7	1,370.7	10.0
Prepaid expenses amortised within 1	633.7	10.7	429.6	5.4	241.0	2.0	457.4	2.2
year	633.7	10.7	429.6	5.4	241.0	2.0	457.1	3.3
Short-term loans to related parties	1.0	0.0	69.8	0.9	66.7	0.5	54.2	0.4
Short-term loans to unrelated persons	3.0	0.1	13.0	0.1	1.8	0.0	-	
Inventories	-	-	13.3	0.2	11.8	0.1	3.4	0.0
Other current financial assets	-	-	-	-	12.9	0.1	73.1	0.5
Other current assets	79.0	1.3	63.5	0.8	62.2	0.5	86.1	0.6
Total current assets	2,489.7	42.0	4,521.5	56.7	2,463.0	20.1	4,030.5	29.3
Non-current assets								
Restricted bank deposit	-	-	11.2	0.1	-	-	3.6	0.0
Investments in joint ventures	-	-	14.8	0.2	36.0	0.3	16.0	0.1
Investments in associates	370.2	6.2	117.6	1.5	120.5	1.0	136.9	1.0
Investment properties	-	-	8.4	0.1	8.1	0.1	-	-
Property, leasehold improvement and		07.0				0.10		
equipment	2,237.7	37.8	2,424.9	30.4	3,010.9	24.6	3,665.0	26.6
Right-of-use assets	-	-	-	-	5,128.5	41.9	3991.0	29.0
Intangible assets	541.2	9.1	562.1	7.0	361.6	3.0	287.8	2.1
Goodwill	49.5	0.8	51.4	0.7	51.4	0.4	51.4	0.4
Deferred tax assets	10.5	0.2	11.8	0.1	198.0	1.6	178.2	1.3
Prepaid expenses amortised more than 1								
year	96.3	1.6	96.5	1.2	14.7	0.1	18.0	0.1
Other non-current financial assets	-	-	-	-	691.2	5.6	994.3	6.9
advance payment for share subscription	-	-	-	-			162.0	1.2
Other non-current assets	133.3	2.3	159.2	2.0	166.3	1.3	279.7	2.0
Total non-current assets	3,438.7	58.0	3,457.9	43.3	9,787.2	79.9	9,733.9	70.7
Total assets	5,928.4	100.0	7,979.4	100.0	12,250.2	100.0	13,764.4	100.0
Liabilities and shareholders' equity								
Liabilities								

	Consolidated Financial Statements							
Statement of financial position				As at 31 Dec				
)18	20		202			21
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
Current liabilities								
Short-term loan from bank	-	-	-	-		-	965.0	7.0
Trade and other payables	974.6	16.4	739.3	9.3	970.9	7.9	1,636.5	11.9
Current portion of long-term loans from fi-	2.0	0.0	19.9	0.3	2.0	0.0	2.0	0.0
nancial institutions								
Current portion of lease liabilities	2.0	0.0	3.4	0.0	-	-	-	
Current portion of lease liabilities	-	-	-	-	1,286.1	10.5	733.4	5.3
Income tax payables	54.4	0.9	45.9	0.6	6.3	0.1	4.7	0.1
Uneamed income	203.4	3.5	74.0	0.9	614.3	5.0	252.1	1.8
Undue output tax	104.7	1.8	111.0	1.4	104.1	0.8	120.5	0.9
Other current liabilities	27.7	0.5	23.9	0.3	37.1	0.3	27.6	0.2
Total current liabilities	1,368.8	23.1	1,017.4	12.8	3,020.8	24.6	3,741.8	27.2
Non-current liabilities								
Long-term loans from financial institutions	6.3	0.1	5.4	0.1	2.6	0.0	0.6	0.0
- net of current portion								
Financial lease liabilities - net of current	5.7	0.1	2.3	0.0	1.2	-	-	-
portion								
Lease liabilities - net of current portion	-	-		-	3,510.1	28.7	2,610.8	19.0
Provision for long-term employee benefits	8.3	0.1	9.4	0.1	8.3	0.1	14.1	0.1
Deferred tax liability	55.8	1.0	46.7	0.6	37.9	0.3	28.7	0.2
Other non-current liabilities	_	-	8.2	0.1	16.0	0.1	8.2	0.0
Total non-current liabilities	76.1	1.3	72.0	0.9	3,574.9	29.2	2,662.4	19.3
Total liabilities	1,444.9	24.4	1,089.4	13.7	6,595.7	53.8	6,404.2	46.5
Shareholders' equity			Surface Chair.					
Share capital		1 2 3 4 4 5 6 6 7						
Registered								
Issued and fully paid	353.0	5.9	388.3	4.9	388.3	3.2	419.3	3.0
	2,293.3	38.7	4,515.8	56.6	4,515.8	36.9	6,031.4	43.8
Share premium Capital reserve for share-based payment trans-	2,283.3	30.7	4,515.6	56.6	4,515.0	30.9	0,031.4	43.0
	29.2	0.5	29.2	0.4	29.2	0.2	29.2	0.2
actions		1						
Retained earnings	45.0		45.0		45.0		10.5	0.0
Appropriated - statutory reserve	45.9	0.8	45.9	0.6	45.9	0.4	43.5	0.3
Unappropriated	1,328.1	22.4	1,397.9	17.5	1,001.7	8.2	1,068.1	7.8
Other components of shareholders' equity	0.3	0.0	(1.7)	(0.1)	(700.7)	(5.8)	(538.8)	-3.9
Equity attributable to owners of the Com-	4,049.8	68.3	6,375.4	79.9	5,280.2	43.1	7,052.8	51.2
pany								
Non-controlling interests of the subsidiaries	433.7	7.3	514.6	6.4	374.3	3.1	307.4	2.3
Total shareholders' equity	4,483.5	75.6	6,890.0	86.3	5,654.5	46.2	7,360.2	53.5
Total liabilities and shareholders' equity	5,928.4	100.0	7,979.4	100.0	12,250.2	100.0	13,764.4	100.0

	Consolidated Financial Statements As at 31 December 2021								
Statement of comprehensive income	2018		2019		2020		2021		
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	
Revenues								**************************************	
Sales and service income	4,011.7	99.3	4,861.0	98.8	3,724.4	98.8	4,443.0	96.4	
Other income	27.6	0.7	58.5	1.2	41.3	1.1	56.0	1.2	
Gain on changes in fair value of derivatives	_	-	-		₹ <u>-</u> -3	-	72.9	1.6	
Gain on cancellation of lease liabilities		-	-	-	2.3	0.1	35.4	0.8	
Total revenues	4,039.3	100.0	4,919.5	100.0	3,768.0	100.0	4,607.4	100	
Expenses	-				74,2 3711 5 5 072 3050 7				
Cost of sales and services	2,643.3	65.5	3,173.1	64.5	2,895.3	76.8	3,800.0	82.5	
Selling, distribution and servicing expenses	243.5	6.0	323.4	6.6	211.7	5.6	171.6	3.7	
Administrative expenses	279.1	6.9	365.0	7.4	361.5	9.6	391.7	8.5	
Impairment loss on right-of-use assets	-	-	-	-	-	-	20.0	0.4	
Total expenses	3,165.9	78.4	3,861.5	78.5	3,468.5	92.1	4,383.3	95.1	
Operating profit	873.4	21.6	1,058.0	21.5	299.5	7.9	224.1	4.9	
Share of loss from investments in joint ventures		-	(0.5)	(0.0)	(6.2)	(0.2)	(17.8)	(0.4)	
Share of loss from investments in associates	4.0	0.1	(1.8)	(0.1)	(4.8)	(0.1)	(10.0)	(0.2)	
Finance cost	(1.4)	(0.0)	(1.5)	(0.0)	(135.7)	(3.6)	(188.5)	(4.1)	
Profit before income tax expenses	876.0	21.7	1,054.2	21.4	152.8	4.0	7.8	0.2	
Income tax (revenue) expenses	(157.9)	(3.9)	(197.4)	(4.0)	(30.9)	(0.8)	(18.1)	(0.4)	
Profit (loss) for the year	718.1	17.8	856.8	17.4	121.9	3.2	(10.4)	(0.2)	
financial statements in foreign currency	(0.7)	(0.0)	(3.9)	(0.0)	(4.5)	(0.1)	(3.6)	(0.1)	
Profit (loss) on changes in value of equity investments designated at fair value through other comprehensive income - net of income tax	-	-	-		(695.8)	(18.5)	164.2	3.6	
Actuarial gain - net of income tax	-	-	1.1	0.0	2.7	0.1	·-	-	
Total comprehensive income for the year	717.4	17.8	854.0	17.4	(575.7)	(15.3)	150.2	3.3	
Earnings per share	0.180		0.196		0.0352		0.0161		

	Consolidated financial statements As at 31 December 2021					
Cash flow statement	2018	2019	2020	2021		
	Amount	Amount	Amount	Amount		
Cash flows from operating activities						
Profit before tax	876.0	1,054.2	152.8	7.8		
Adjustments to reconcile profit before tax to net cash						
provided by (paid from) operating activities:						
Depreciation and amortisation	512.1	623.2	2,151.9	2,340.8		
Reduction in leases payments	-	-	(372.4)	(259.0)		
Gain on cancellation of lease liabilities	-	-	(1.8)	(32.3)		
Allowance for expected credit losses (reversal)	2.0	8.4	4.0	(1.8)		
Allowance for diminution in value of inventories	-	7.7	0.3	1.9		
Loss (gain) on disposal of asset	(0.4)	(1.3)	0.0	(1.9)		
Gain on disposal of investment property	-	-	-	(0.9)		
Loss on write-off of equipment	-	-	-	7.3		
Impairment loss on assets	-	-	-	20.0		
Provision for long-term employee benefits	1.8	2.4	2.2	4.1		
Gain on sale of investment in a subsidiary	_	-	(0.6)	-		
Gain on sale of investment in joint ventures	_	_	_	(4.7)		
Loss on sale of investment in associates	-	6.6	-	-		
Share of loss from investments in joint ventures	-	0.4	6.2	17.8		
Share of loss from investments in associates	(4.0)	1.8	4.8	10.0		
Gain on changes in fair value of derivative	-	-	-	(72.9)		
Gain from bargain business purchase	-	(1.9)	-	-		
Interest income	(2.8)	(29.3)	(6.8)	(2.2)		
Interest expenses	1.4	1.5	89.8	188.6		
Profit from operating activities before changes in operating assets	1,386.1	1,673.7	2,030.4	2,222.6		
and liabilities						
Operating assets (increase) decrease						
Trade and other receivables	(288.7)	(188.9)	120.8	92.1		
Inventories	-	(20.9)	1.2	6.5		
Other current assets	(69.0)	242.6	(112.4)	66.8		
Other non-current assets	(14.6)	(8.4)	16.5	9.0		

	Consolidated financial statements As at 31 December 2021					
Cash flow statement	2018	2019	2020	2021		
	Amount	Amount	Amount	Amount		
Operating liabilities increase (decrease)						
Trade and other payables	120.1	(42.0)	89.7	19.9		
Unearned income	114.8	(136.4)	540.3	(362.3)		
Other current liabilities	63.9	(2.5)	6.9	(0.6)		
Other non-current liabilities	(0.4)	(0.6)	-	-		
Cash from operating activities	1,312.2	1,516.6	2,693.4	1,902.4		
Cash paid for interest expenses	(1.7)	(1.9)	(89.8)	(188.6)		
Cash paid for income tax expenses	(135.5)	(221.3)	(157.4)	(150.6)		
Net cash flows from operating activities	1,175.0	1,293.4	2,446.2	1,563.2		
Cash flows from investing activities	1					
Decrease (increase) in restricted bank deposits	-	(11.0)	11.2	(3.7)		
Decrease in short-term loans to related parties	0.3	(0.4)	13.1	12.5		
Decrease in short-term loan to unrelated persons	(3.0)	(10.0)	1.2	1.8		
Cash (received) paid for investments in subsidiaries	1.5	-	-	3.3		
Cash received (paid) for investments	17.2	(114.8)	-	-		
Cash paid for investments in joint ventures	-	(15.2)	(17.5)	(6.0)		
Cash paid for investments in associates	(330.0)	(18.0)	(7.6)	(26.8)		
Net cash received from disposal of investment in a subsidiary	-	-	4.8	-		
Cash paid for capital reduction to non-controlling interest of the		(10.2)	(12.2)			
subsidiary	-	(10.3)	(13.2)	11.9		
Cash received from disposal of investment in joint venture	-	-	-	5.2		
Cash received from disposal of investment in associates	-	269.2	-	-		
Cash received from advance payment for disposal of investment in		8				
a joint venture	-	-	7.8	-		
Cash paid for acquisition of equipment	(696.4)	(523.1)	(885.0)	(512.3)		
Cash paid for payable for purchase of equipment	(42.9)	(340.9)	(117.1)	(281.0)		
Cash paid for acquisition of intangible assets	(86.3)	(100.6)	(18.0)	(19.0)		
Cash paid for acquisition of right-of-use assets	-	-	(99.8)	(585.0)		
Cash received from disposal of investment property	-	-	-	(9.0)		
Cash received from disposal of equipment	1.4	8.8	31.0	23.2		
Interest income	2.8	28.6	7.4	1.7		
Dividend received from an associate	-	-	-	0.4		
Increase in investment in equity instrument	- [-	(1,560.9)	(47.9)		
Decrease in other current financial assets	-	-		12.7		
Increase in advance payment for share subscription	-	-	-	(162.0)		
Decrease (Increase) in current investment	138.7	(12.4)		-		
Net cash flows used in investing activities	(996.7)	(850.1)	(2,642.6)	(1,585.8)		
Cash flows from financing activities						

Cook four statement	Consolidated financial statements As at 31 December 2021				
Cash flow statement	2018	2019	2020	2021	
	Amount	Amount	Amount	Amount	
Increase in short-term loans from bank	-	-	-	956.0	
Cash paid for long-term loans from financial institutions	(13.4)	(14.9)	(20.7)	(2.0)	
Cash paid for financial lease liabilities	(1.0)	(2.0)	-		
Cash paid for lease liabilities	-	-	(853.9)	(1,164.8)	
Cash received from increased in share capital	-	2,259.0	-	1,553.0	
Cash paid for expense relating to the share offering	-	(1.3)		(4.8)	
Cash received for share capital from non-controlling interests of the					
subsidiary	13.5	0.6	-	33.0	
Dividend paid	(158.8)	(674.5)	(539.9)		
Dividend paid to non-controlling interests of the subsidiaries	(19.0)	(86.6)	(105.8)	(5.5)	
Net cash flows from (used in) financing activities	(178.7)	1,480.3	(1,520.3)	1373.9	
Decrease in translation adjustments	(0.7)	(4.0)	(5.1)	(3.6)	
Net increase (decrease) in cash and cash equivalents	(1.1)	1,919.6	(1,721.8)	(1,347.7)	
Cash and cash equivalents at beginning of year	441.6	440.5	2,360.1	638.3	
Cash and cash equivalents at end of year	440.5	2,360.1	638.3	1,986.0	

Financial Statements and Key Financial Ratios

Profitability ratios		FY2021	FY2020
Gross profit margin	(%)	14.5	22.3
Operating profit margin	(%)	5.0	8.0
EBITDA margin	(%)	51.9	55.8
Net profit attributable to equity holders of the Company	(%)	1.4	3.8
Return on asset (ROA)	(%)	1.7	2.9
Return on equity (ROE)	(%)	1.0	2.4
Liquidity ratios		FY2021	FY2020
Current ratio	(times)	1.1	0.8
Quick ratio	(times)	1.1	0.8
Average collection period	(times)	115.0	146.4
Average payment period	(times)	125.4	107.8
Leverage ratio		FY2021	FY2020
Debt / Equity	(times)	0.9	1.2

Management Discussion and Analysis

During the past 2021, the Thai economy was still significantly impacted by the COVID-19 pandemic, while the number of newly infected cases climbed fast and reached a historical high in 3Q 2021. In addition, service and tourism sectors were affected due to the control measures imposed by the government to curb the spread of the coronavirus. Nevertheless, the number of new cases started to drop gradually in 4Q 2021 as the vaccinated popu-lation consistently increased. The government later eased restrictive lockdown measures and decided to open the border to welcome international tourists again at the end of 2021. Consequently, overall Thai economy and private consumption started to pick up while export continued to recover thanks to higher demand from trade partners and expanding global manufacturing sector. However, the outbreak of the new coronavirus variant "Omicron" and pos-sible future mutations are considered negative factors impeding the economic recovery, which may pressure the government to heighten measures to manage the situation.

Unit: THB million	FY2021	FY2020	%YoY
Revenues from sales & services	4,443	3,724	19.3
Earnings before interest and tax	224	300	-25.2
Equity holders of the Company	64	140	-54.3

1. Revenues from sales & services

The Company group announced operating revenue for FY2021 of THB 4,443 million, representing an increase of THB 719 million or 19.3% compared to FY2020 thanks mainly to the revenue growth from static media and retail media from department stores, supermarkets, convenience stores, especially from the media expansion in 7-Eleven stores as well as sports marketing business that experienced significant growth at a rate of 70.9% from revenue recognition of marketing rights management from the Olympic Games of THB 500 million, realized in 2021. This is in line with the target the Company communicated with investors earlier. Moreover, the football business

recovered as tournaments were allowed again in 4Q 2021, and the extra revenue of around THB 140 million from rights management of the Football Association of Thailand was recognized in 3Q 2021. These factors contributed to the significant expansion in revenue from the engagement marketing business in 2021. Note that the utilization rate for FY2021 stood at 43.1%, close to 43.5% for FY2020.

In 2021, the total revenue from out-of-home media reported at THB 3,227 million, contributing approximately 73.0% of total revenue from sales and services, an increase of THB 214 million or 7.2% over the same period last year. The increase in revenue mainly came from the static and the retail media (department stores, supermarkets, convenient stores) business

- In 2021, the revenue from the transit media was THB 170 million, a decrease of 78 million or 31.5% over the same period last year. In addition, the government re-quested companies to adopt work from home policy to reduce the risk of being in-fected by COVID-19. These significantly limited out-of-home activities, including transit and travel.
- In 2021, the revenue from the static media was THB 1,209 million, an increase of THB 397 million or 49.3%over the same period last year due to the higher utilization rate and revenue recognition from MACO.
- In 2021, the revenue from the digital media was THB 1,429 million, a decrease of THB 209 million or 12.8% over the same period last year due to the COVID-19 pan-demic that still had broad-based impacts on the advertising budget of product brands.

- In 2021, the revenue from the retail media (department stores, supermarkets, con-venience stores) was THB 375 million, an increase of THB 127 million or 51.3% over the same period last year thanks to the expansion of media in the 7-Eleven. At the end of December 2021, the Company managed to install LED screens in 1,9297-Eleven branches
- In 2021, the revenue from airport media was THB 44 million, a decrease of THB 23 million or 66.3% over the same period last year due to the impacts from international flight cancellation and travel limitations, which resulted in a lower number of foreign tourists. Nevertheless, if the COVID-19 situation improves, revenue from airport me-dia is expected to bounce back fast, among other revenue streams.

In 2021, the total revenue from engagement marketing business reported at THB 1,216 million, contributing approximately 27.0% of total revenue from sales and services, an increase of THB 505 million or 70.9% over the same period last year. Details are as follow.

- In 2021, revenue from sports marketing was THB 940 million, increasing THB 774 million or around 467.4% over the same period last year due to the revenue recog-nition of marketing rights management from the Olympic Games of THB 500 million, realized in 2021. Moreover, the football business recovered as tournaments were allowed again in 4Q 2021, and the extra revenue of around THB 140 million from rights management of the Football Association of Thailand was recognized in 3Q 2021.
- In 4Q 2021, revenue from artist management was THB 48 million, a decrease of THB 47 million or 50.1% over the same period last year. In addition, the COVID-19 pan-demic led to the postponement of various activities, including BNK48 handshake events, as social distancing measures were implemented to help control the out-break.
- In 2021, revenue from the online business was THB 60 million, a decrease of 49 million or 45.2 over the same period last year due to lower revenue from the Digital Factory Co., Ltd. during the quarter.
- 2. Expenses (Cost of goods sold + SG&A expenses + financial cost + income tax)

 The Company group's consolidated expenses for FY2021 were THB 4,590 million, increasing THB 955 million or 26.3% over the same period last year. The rise in consolidated expenses of FY2021 was derived from (1) higher cost of goods sold that is consistent with higher operating revenue, (2) expenses on marketing rights management for the Olympic Games, (3) expenses on the impairment loss on right of use assets resulting directly from the COVID-19 situation in 2Q 2021, and (4) financial cost from the impact of TFRS16.
- 3. Earnings before interest and tax (EBIT) The Company group announced its earnings before interest and tax for FY2021 of THB 224 million, declining THB 75 million or 25.2% compared to FY2020. The decline was from the prolonged COVID-19 situation that dragged gross profit lower and the expenses on the impairment loss on media assets during 4Q 2021 of THB 20 million. However, if the mentioned expenses on the impairment loss on right of use assets were to be excluded, the earnings before interest and tax for FY2021 would be THB 244 million. The Company continues its policy to focus on efficient expense management to strengthen and create more substantial profit before interest and tax.
- 4. Net profit attributable to the equity holders the Company group's consolidated net profit attribut-able to the Company's equity holders for FY2021 stood at THB 64 million, decreasing THB 76 million or around 54.3% compared to FY2020. The decrease was due to the lower gross profit margin from the extended COIVD-19 pandemic and the recognition of the minimum guarantee that the Company had to pay MACO in 2Q 2021 and 3Q 2021 with a total value of THB 88 million approximately, together with higher financial cost from TFRS16 impacts. Nonetheless, the Company had THB 1,986 million in cash at the end of 2021 and remains focused on improving cash flow growth continually and efficiently.
- 5. <u>Balance sheet</u> Total assets as of 31 Dec 2021 stood at THB 13,764 million, increasing THB 1,514 million or 12.4% from THB 12,250 million as of 31 Dec 2020, mainly due to the increase in cash and cash equivalents.

Total liabilities were THB 6,404 million, decreasing THB 192 million or 2.9% from THB 6,595 million as of 31 Dec 2020. The decline was due to the lower current portion of lease liabilities and lease liabilities net of the current portion.

Total equity was recorded at THB 7,306 million, increasing THB 1,705 million or 30.2% from THB 5,655 million as of 31 Dec 2020, mainly due to the increase in share premium.

6. Liquidity and cash flow

For the year ended 31 Dec 2021, cash and cash equivalents were THB 1,986 million, an increase of THB 1,348 or 67.9% from THB 638 as of Dec 31 2020 due to the increase in cash received from increased in share capital

During the period, the Company recorded net cash from operating activities in the amount of THB 1,563 million, a decrease of THB 883 million or 56.5%, net cash from investing activities in the amount of THB 1,585 million, a decrease of THB 1,057 million or 66.6% and net cash used in financing activities in the amount of THB 1,374 million, an increase of THB 2,894 million or 210.7%.

Despite COVID-19's material impacts, the Company had a total of THB 1,986 million in cash at the end of 2021 and remains focused on improving cash flow growth continually and efficiently.

Factors or Incidents That May Significantly Impact Financial Position or Operations

Market competition is one of the key factors the Company focuses on given the high level of competition in various industries as well as technological advancement that further intensify competition including competition on price, business model, fast-changing consumer behavior and emerging business operators. Consequently, play-ers in the market respond to maintain and grow their market shares, including the Company. The Company contin-uously adjusts its sales and marketing strategies by emphasizing on customer service, proactive marketing and diversification of products to best address consumer needs.

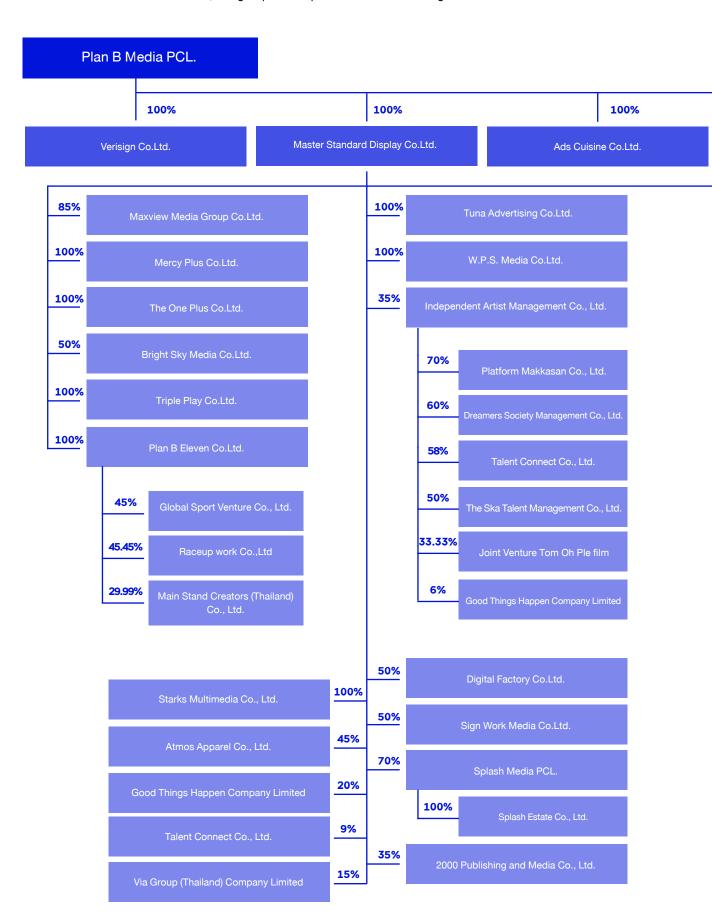
Advertising media business is subject to overall economic conditions of the country in the sense that the state of economy is the key factor affecting growth of businesses especially out-of-home media business that vary according to the economy. In case that the domestic economy experiences a slowdown or a contraction either from internal or external factors including political instability, it is inevitable for other sectors to be impacted either manufacturing sector or export sector while labor market is likely to face unemployment. These factors adversely affect income and purchasing power as well as buying behavior and level of consumer confidence. This is directly linked to the demand for marketing and carefulness in spending advertising budget of brand owners which result in negative impacts on the overall advertising media industry, let alone to business, financial position and operating performance of the Company.

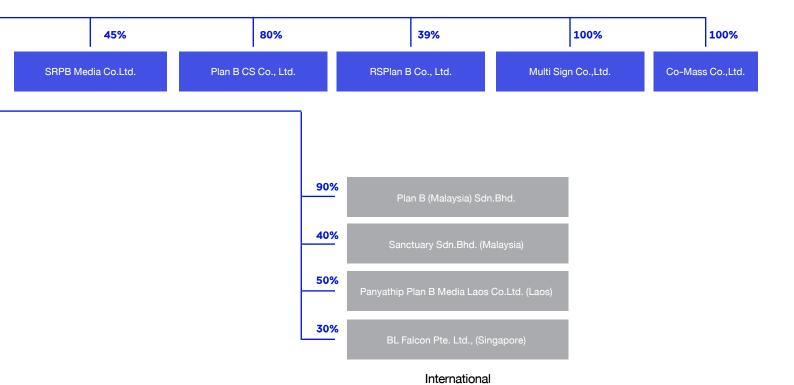
The ongoing COVID-19 pandemic during the past 2021 and concerns over new waves of spread im-mensely impacted the advertising media industry. Contracted economy hurt spending in the industry significantly and caused lifestyles and consumer behavior to shift quickly. Nevertheless, the Company remains agile to adjust itself to respond to fast-changing situations in a timely manner. The Company took this opportunity to improve its out-of-home media platforms in key strategic areas and replaced classic media with digital media in certain loca-tions to add value to its advertising media when the situation is back to normal. The Company has laid a strong foundation to diversify its sources of revenue including the engagement marketing business and this plays an im-portant part in mitigating the economic impacts on the Company during the crisis.

Competition with other advertising media service providers is never overlooked as there is an increasing number of players in the market especially those who offer digital marketing services through social media such as Facebook and YouTube. These social platforms allow anyone to choose target customers and conduct their own marketing which further makes competition more severe. In case that the Company is not able to tackle the rising competition effectively and on time, this will potentially post significantly threat to the Company's business, financial position and operating performance.

Shareholding Structure of the Group of Companies

As of 31 December 2021, the group of companies had the following structure





- 1. Verisign Company Limited ("Verisign") is the Company's 100.0% subsidiary with the current paid-up and registered capital of THB 126.0 million for the out-of-home advertising business. In addition, Verisign is the holder of the land lease contracts for in-stalling billboards of the areas located alongside the expressway before the Rama IV exit.
- 2. Master Standard Display Company Limited ("MSD") is the Company's 100.0% subsidiary with the current paid-up and registered capital of THB 600 million for advertising business operation in renting out publicizing and advertising area advertising media. In addi-tion, MSD has been the lease contract holder of billboard for publicity at Ekkamai Ramintra Expressway.
- 3. Ads Cuisine Company Limited ("Ads Cuisine") is the Company's 100.0% subsidiary with the current paid-up and registered capital of THB 10.0 million for advertising business operation in renting out publicizing and advertising area. In addition, ads Cuisine is the holder of concession right on publicizing billboards from Bangkok Metropolitan Administration (BMA).
- 4. SRPB Media Company Limited is the Company's 45.0% subsidiary with the current paid-up and registered capital of THB 1.25 million for providing digital advertising media.
- 5. Plan B CS Company Limited is the Company's 80% subsidiary with the current paid-up and registered capital of THB 10.0 million for providing digital out-of-home media advertising.
- 6. Maxview Media Group Company Limited ("Maxview") is an 85.0% subsidiary of MSD with the current paidup and registered capital of THB 100.0 million for advertising media business to provide static and digital advertising media in strategic locations in Bangkok, Nonthaburi, Pattaya, Khon Khaen, Chiang Mai, Phuket, Hat Yai, Surat Thani and Samui Island.
- 7. Mercy Plus Company Limited ("Mercy Plus") is a 100.0% subsidiary of MSD with the current paid-up and registered capital of THB 3.0 million for providing advertising media in modern trade department store. Mercy Plus is the holder of right for advertising media on digital LED screens in Big C Supercenters.
- 8. 2000 Publishing and Media Company Limited ("2000 Publishing") is an associated company of MSD with 35% holding of paid-up capital and the current paid-up and registered capital of THB 10.0 million for publishing media business and developing online media on mobile applications.
- 9. Plan B Eleven Company Limited ("Plan B Eleven") is a 100.0% subsidiary of MSD with the current paid-up and registered capital of THB 50.0 million for performing as the sale agent and managing the rights acquired by the Company and its subsidiaries.
- 10. The One Plus Company Limited ("The One Plus") is a 100.0% subsidiary of MSD with the current paid-up and registered capital of THB 17.0 million for providing advertising media services through LCD displays in 6 airports across Thailand.
- 11. Bright Sky Media Company Limited ("Bright Sky") is a 50.0% subsidiary of MSD with the current paid-up and registered capital of THB 25.0 million for operating the advertising media business in 22 airports under the rights from Airport of Thailand PCL (AOT) and Department of Airport.
- 12. Triple Play Company Limited ("Triple Play") is a 100.0% subsidiary of MSD with the current paid-up and registered capital of THB 31 million for advertising media business in baggage claim areas of over 22 carousels in Suvarnabhumi Airport.
- 13. Tuna Advertising Company Limited ("Tuna") is a100.0% subsidiary of MSD with the current paid-up and registered capital of THB 5.0 million for providing advertising media services in 28 airports of the Department of Airport.
- 14. W.P.S. Media Company Limited ("W.P.S.") is a 100% subsidiary of MSD with the current paid-up and registered capital of THB 13.5 for providing out-of-home media in airports.
- 15. Independent Artist Management Company Limited ("IAM") is a 35.0% subsidiary of MSD with the current paid-up and registered capital of THB 25.4 million for operating in talent management and total solution content, management and development, production and operations of entertainment shows, music publishing, sales of BNK48 products, advertising and PR, and business development for any related services.
- 16. Platform Makkasan Company Limited is a 70% subsidiary of IAM with the current paid-up and registered capital of THB 2 million for providing artist management business for all types of artists, singers and actors.

- 17. Dreamers Society Management Company Limited is a 60% subsidiary of IAM with the current paid-up and registered capital of THB 10 million for operating in artist management business.
- 18. Panyathip Plan B Media Lao Company Limited ("Panyathip") is a subsidiary of MSD with 50% of paid-up capital with the current paid-up and registered capital of LAK 23,206 million (Lao Kip) for providing static advertising media in Laos.
- 19. Plan B (Malaysia) Sdn. Bhd. ("Plan B Malaysia") is a subsidiary of MSD with 90.0% holding of paid-up capital with the current paid-up and registered capital of MYR 1.0 million (Malaysian ringgit)
- 20. Sanctuary Billboards Sdn. Bhd. is an associated company of MSD with 40% holding of paid-up capital with the current paid-up and registered capital of MYR 1.0 million (Malaysian ringgit) for providing static advertising media in Malaysia
- 21. Digital Factory Company Limited ("Digital Factory") is a subsidiary of MSD with 50.0% holding of paid-up capital and current registered capital of THB 2.0 million for operating in online advertising media business.
- 22. Sign Work Media Company Limited ("Sign Work") is a subsidiary of MSD with 50.0% holding of paid-up capital and current registered capital of THB 2.0 million for providing advertising media in Suvarnabhumi airport.
- 23. Splash Media Public Company Limited ("Splash") is a 70% subsidiary of MSD with the current paid-up and registered capital of THB 118.5 million for providing out-of-home media advertising, static media and large-sized billboards across the country.
- 24. Splash Estate Company Limited ("Splash Estate") is a 100% subsidiary of Splash Media PCL with the current paid-up and registered capital of THB 71.0 million for operating in billboards production and rental service business.
- 25. Starks Multimedia Company Limited ("Stark") is a 100% subsidiary of MSD with the current paid-up and registered capital of THB 24.0 million for providing digital out-of-home media advertising with the rights to lease digital out-of-home screens on strategic locations both Bangkok and upcountry.
- 26. BL Falcon Pte. Ltd. ("Falcon") is an associated company of MSD with 30% holding of paid-up capital and the current paid-up and registered capital of SGD 2.5 million (Singapore dollar) for providing out-of-home media advertising in Singapore.
- 27. The Ska Talent Management Company Limited ("The Ska") is a 50% subsidiary of IAM with the current paid-up and registered capital of THB 5.0 million for operating in artist management business of all types of artists, singers and actors.
- 28. Atmos Apparel Company Limited ("Atmos") is a joint venture of MSD with 45% holding of total share and registered capital is currently at THB 5.0 million for import and distribute sport and fashion goods. (In the liquidation process)
- 29. Talent Connect Company Limited ("Talent Connect") is a joint venture of MSD and IAM. At the same time, MSD holds 9% shares, and IAM holds 57.67% shares or together 66.67% with current registered capital of THB 30.00 million and current paid-up capital of THB 15.05 million. Talent Connect operates in software and online digital platform business.
- **30.** Tom-O-Ple Film Joint Venture is a joint venture of IAM with a 33.33% investment and a current total investment of THB 9.00 million operating in filmmaking and sales of audiovisual materials and the granting of rights movies in Thailand and over-seas.
- 31. Good Things Happen Company Limited ("Good Things") is a joint venture of MSD and IAM. At the same time, MSD holds 20% shares, and IAM holds 6% shares or together 26.0% with current registered capital of THB 25.0 million who operates in advertising media ser-vices for all types of media, including advisory services for PR and marketing events.
- **32.** Via Group (Thailand) Company Limited ("Via Group") is an associated company of MSD with 15.0% shares with the current paid-up and registered capital of THB 1.27 million who operates in software development business for enterprise software and digital content including the real-time bus-navigating application under "VIABUS" name.
- **33.** Raceup Work Company Limited ("Raceup") is a joint venture of Plan B Eleven with 45.45% shares with the current paid-up and registered capital of THB 5.5 million who engages in management services and operations related to sports and organizing sports events.

- 34. Global Sport Venture Company Limited ("GSV") is a 45% subsidiary of Plan B Eleven Company Limited with the current paid-up and registered capital of THB 60.0 million that operates in business related to boxing to invest in other companies in the boxing business.
- 35. Mainstand Creator Company Limited ("Mainstand") is a joint venture of Plan B Eleven Company Limited with 29.99% shares with the current paid-up and registered capital of THB 20.0 million who operates in online sports media and content distribution on sports, athletes and other content related to sports and fitness.
- 36. RS Plan B Company Limited ("RS Plan B") is a joint venture of Plan B Media PLC with 39% shares with the current paid-up and registered capital of THB 50.0 million who operates in marketing and product distribution business.
- 37. Multi Sign Company Limited ("Multi Sine") is a subsidiary of Plan B Media PLC with 100% shares with current registered capital and current paid-up capital of THB 14 million operating advertising business in Bangkok and upcountry.
- 38. Co-Mass Company Limited ("Co-Mass") is a subsidiary of Plan B Media PLC with 100% shares with current registered capital and current paid-up capital of THB 5.6 million operating advertising business in Bangkok and upcountry.

Nature of Business

Revenue Structure

The Company's revenue structure by type of media from 2019-2021 is shown in the table below

Sales revenue	20	19	20	20	20	21
	THB Million	%	THB Million	%	THB Million	%
1. Transit Media	375.8	7.6	247.8	6.5	169.9	3.7
2. Classic Media	888.7	18.1	811.9	21.5	1,208.8	26.2
3. Digital Media	1,924.1	39.1	1,638.4	43.5	1,428.9	31.0
4. Retail Media	207.1	4.2	248.0	6.6	375.2	8.1
5. Airport Media	215.4	4.4	67.1	1.8	43.0	0.9
6. Online Media and Others /1	86.0	1.7	109.2	2.9	60.9	1.3
7. Engagement Marketing	1,163.9	23.7	602.0	16.0	1,156.4	25.1
8. Other Revenue /2	58.5	1.2	43.6	1.2	164.3	3.6
Total	4,919.5	100.0	3,768.0	100.0	4,607.4	100.0

Remark: 'Other revenue in service revenue includes revenue from billboard taxes, electricity charges and miscellaneous income from organizing events for FAT and Thai League Co., Ltd.

Nature of Business

Being the leading out-of-home media service provider with the most diversified portfolio of media types and nationwide coverage spanning cross Bangkok and upcountry, Plan B Media Public Company Limited offers a wide variety of advertising media platforms through innovation and technology as well as providing media maintenance services that meet international standards, addressing the needs of brand owners in reaching target customers effectively.

The Company has been inactive in pursuit of extensive content development to serve the needs of brand and product owners in all dimensions and appealing marketing planning consultation and creating interesting content. The Company's out-of-home media business can be classified into 5 key categories as follow

- 1. Transit Media
- 2. Classic Media
- 3. Digital Media
- 4. Retail Media
- 5. Airport Media

Apart from expanding and developing the out-of-home media channels, the Company is committed to diversifying its media portfolio through engagement marketing business by deploying 2 types of quality content: sports marketing and artist management. Sports marketing can be classified into 5 types per the following

- 1.Football
- 2. Boxing
- 3. International broadcast (marketing rights management for broadcasting international sports events)
- 4. Esports and online gaming
- 5.Running

With regard to artist management, the Company develops music content for a girl group BNK48 and promotes various content through out-of-home media to create engagement between product and service brands and customers and establish closer bonds between target customers and artists.

Online media undoubtedly have strong growth potential as they play increasing roles in people's lives thanks to smartphone prevalence as it is the primary communication device for everyday lives. People can go online and log in to their online banking via smartphones and send information or documents via email through this channel. Therefore, online media are considered an alternative media format that allows instant adjustments in content to carter to an extensive consumer base of all ages, genders and locations. This is the reason why more and more people are choosing online media, thanks to their functionalities that satisfy brand owners, including measurability and integration with the lives of consumers.

²Other revenue consists of interest earned, miscellaneous income and foreign exchange gains.



can be categorized into 2 types as follow

1.1 Advertising media outside and inside air-conditioned buses

With its expertise of over 16 years in business, the Company has become a leader in providing media services outside and inside fixed-route buses, which are considered the first media type the Company pioneered since its establishment, which brought reputation and awareness to the Company. At present, the Company provides advertising media services on over 2,500 buses from concessions granted by the Bangkok Mass Transit Authority (BMTA) and management rights from other private bus companies under joint service contracts. As a result, the Company has the most extensive coverage of more than 109 routes across Bangkok. There are 2 main types of advertising media inside the fixed-route buses.

- a. Advertising media outside buses: This type of media is similar to moving billboards that are popular in raising brand awareness and recognition as the media directly approaches consumers. This media format can meet different objectives of customers according to their different PR purposes available in forms of full wrap and half wrap that effectively promote brand awareness and innovative 2D or 3D mock-ups that emphasize media creativity. In 2017, the Company introduced innovation with LED lighting technology that allows special tactics to advertise media that enhance brand value and awareness and better attract consumers.
- b. Advertising media inside buses: This type of media is positioned close to bus passengers throughout their trips as various media formats are placed both inside and outside the buses such as behind passenger seats, around door areas, on the spaces near the ceiling over passenger seats as well as LCD screens that meet all lines of sight of passengers.







1.2 Advertising Media in MRT System

Plan B continuously develops advertising media offered in the MRT system to support growth in the number of passengers as Plan B realized the positive growth outlook from the route expansion plan of the MRT. In 2021, another 10 stations were opened for service further to connect inner Bangkok to outer Bangkok, including the vicinities. In addition, the Company has been offering a variety of media comprising digital displays for passengers both inside and outside the trains (Passenger Information Display: PIDs), signs on the glass walls between platforms and tracks (Platform Screen Door: PSD), digital media inside the stations (Digital @MRT).









Plan B offers classic media diverse in formats, sizes and locations. These classic media with appealing formats and content were installed around important landmarks of Bangkok and areas with high traffic volume or high population density, such as on pavements, on major roads, on expressways, outside major buildings in central business districts and communities. Not only that these classic media are noticeable and can be seen multiple times, but their unique presentation formats also differentiate them from those from other providers so that the media can catch attention, create awareness and promote accessibility effectively. Moreover, the Company also expanded its classic media in other major provinces outside Bangkok to support the rising population and tourists through its 2,707 billboards nationwide and network billboards of street furniture focusing on key provinces that are economical and tourism centres. This is to promote better reach to strategic locations in Thailand.





Recently, Plan B teamed up with Bangkok's Traffic and Transport Department to modernize over 700 bus shelters with classic media of over 1,170 billboards to resolve a major problem of uninformed passengers about bus arrivals. The new smart bus shelters will be equipped with a security system through CCTV, mobile charging stations and free Wi-Fi to accommodate people waiting at the stops. In addition, at each smart bus shelter, advertising media are installed in the spots appealing to bus riders waiting at the shelters, which will help promote brand awareness effectively and inclusively





Digital media recorded the highest growth among all media given its unique displays using modern technology to present a variety of exquisite formats different from other media. Furthermore, the media are equipped with selective display control systems that enable flexibility, speed and safety. This can quickly address changes in marketing campaigns in a timely manner and satisfy brand owners in building brand awareness and recognition.

Moreover, selecting locations to install media is done properly to be diverse and inclusive of landmarks such as central business districts (CBD), leading department stores and economic zones, or areas with high population density in 58 provinces across Thailand. This created a media network footprint of 15,399 digital displays nationwide. The Company provides innovative digital media and realizes the benefits of these media for the public interest. These digital media, such as Intelligence Traffic Sign, were deployed to uplift the quality of urban living and mitigate traffic issues for Bangkok residents, leveraging Accident Report System and CCTV cameras to enhance the effectiveness of traffic reporting.

Furthermore, the Company elevated media quality and created value-added for out-of-home media using the 3D technique on digital screens to enhance the audience's realistic experience. The Company recently premiered "The Battle of Fire" of King Dragon and King Kong on 4 connected large digital screens at Parc Paragon on 19 May 2021. The campaign received massive responses from target customers and was mentioned on social media with over 60,000 retweets. Lastly, the Company also improved over 50 digital screens nationwide with enhanced display resolution, reduced reflection, lower emission of greenhouse gases and fixed dark spots in the lighting of static lightbox signs.









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& WMPINT











Advertising Media in Malls (Luxury Media)

Retail media can reach a large number of target customers with purchasing power. These media help marketers boost sales and emphasize brand recognition as they help influence consumers to make purchase decisions. The Company is committed to developing retail media in leading department stores by offering a full range of media services inside and outside buildings using classic or digital media with different displays and presentation technologies that interact effectively with consumers. Currently, retail media are available in various venues, including Mega Bangna Shopping Center, SIAM Center, SIAM Paragon, Emporium, EmQuartier, ICONSIAM and shopping malls operated by Central Group.

Thanks to appealing and various display formats and strategic locations inside and outside department stores covering city centres and suburbs, the Company's retail media can reach different customer groups, promote brand awareness and address the needs of brand and product owners comprehensively and adequately.











Advertising Media Inside Supermarkets and Convenient Stores (In-Store Media)

In-store media inside supermarkets are one of the essential tools for marketers for enhancing marketing communication between stores and their customers. These media help enhance brand loyalty in the long run and boost sales instantly as they promote buying decisions when consumers see the media inside supermarkets or convenience stores. Furthermore, the Company adopted new technologies in displaying trendy formats of in-store media to enhance the effectiveness of customer communication through better access for consumers to brands and content, including sales promotions in a timely and effective manner.

At present, the Company offers these media services in supermarkets and convenience stores such as Big C Supercenter as well as 7-Eleven across the country with 12,744 screens installed in entrance areas, supermarket hall areas and censor areas at entrance/exit of supermarkets across the country where these media can effectively reach target audiences. In addition, in 2021, the Company managed to expand its media into convenient stores of over 1,929 7-Eleven branches in Bangkok and upcountry by placing digital screens over the beverage freezers on top of frozen food shelves and top of snack shelves, which are easily noticeable to target audiences.







The Company continues to expand its media business to support target customers for all modes of their transportation, including airport media, as cheaper airfares encourage consumers to choose air travel overland travel such as public buses. The company has made its airport media services available in 23 airports nationwide with 752 billboards covering all potential and eye-catching areas of the airports, including entrance and exit areas, media on trolleys, and baggage to reach all groups of airport users.





Engagement Marketing

The Company is interested in building on its existing business by leveraging its abilities in producing media (Over capacity) to upstream management to work closely with brands and product owners through 4O marketing strategies (Online, On the air, Out of home and On-ground). Engagement marketing business can be classified into 2 groups: sports marketing and artist management.



1. Sports Marketing

1.1 Football

The Company takes pride in the trust from the Football Association of Thailand Under the Patronage of His Majesty the King (FAT) to be an official agent to manage rights of FAT and Thai League Company Limited. Thanks to its longstanding experience in managing a diversified portfolio of advertising media as well as the customer base that is covered by different products and services, the Company managed to increase revenue and build on the business of being an exclusive and sole agent to manage rights of FAT to find sponsors for national team tournament and professional leagues and other football activities for 8 years from 2021–2028 to promote the development of football in Thailand using sports marketing that is aligned with brands. Brand recognition and awareness are to be enhanced, especially to serve new and broader groups of customers. Note that there are 4 types of FAT rights that the Company is managing.

- 1) Rights to seek sponsorship to support football matches and or activities organized by FAT and Thai League Co., Ltd.
- 2) Rights to distribute content owned by FAT and Thai League Co., Ltd. to seek revenue through publications, radio media, TV media, electronic media, wireless media and other telecommunication media domestically and internationally.
 - 3) Rights to source revenue from live broadcasting and rerun tape of all football matches.
 - 4) Rights to manufacture and distribute merchandise of FAT and Thai League Co., Ltd.

Not only that the Company manages the commercial rights of the Football Association of Thailand (FAT) and Thai League Co., Ltd., but it also creates a social network through multiple channels to promote Thai football so that Thais can support Thai football to step up and compete at international level. People can closely follow news updates and activities via Plan B's online channels and promotional booths in events and exhibitions before tournaments and competitions. Additionally, quality content is consistently promoted through Plan B's out-of-home media, reaching over 80% of the population in Bangkok.

1.2 Boxing

In 2021, the Company founded Global Sports Ventures Company Limited (subsidiary) as a holding company to invest in other companies related to boxing. The subsidiary has a team with expertise and experience in the boxing business and related marketing activities to focus on Muay Thai and boxing. The objective is to elevate Thai uniqueness to be known worldwide as boxing is considered a popular sport and Thailand's soft power. The Company believes that the boxing business will help enhance its capabilities to drive towards the growth of sports marketing in the future.

Note that in 2021, the Company hosted one of the grandest events in the modern boxing industry in Thailand. It was a competition to revive the Thai boxing industry affected by the COVID-19 pandemic. Over 600 boxers and 660 trainers participated from 77 provinces nationwide to bring back the glory to the Muay Thai industry. In addition, the Company has a plan for Global Sports Ventures Company Limited to acquire shares of Rajadamnern Boxing Stadium Company Limited, which operates Rajadamnern Boxing Stadium, to set directions and manage the stadium, which is the 1st standard boxing stadium in Thailand and one of the oldest boxing stadiums in the world. The the objective is to make Rajadamnern Boxing Stadium the global hub of Muay Thai by teaming up with promoters and Thai boxers to bring Muay Thai to the international level and become true soft power for Thailand.



1.3 International broadcast (marketing rights management for broadcasting international sports events)

The Company signed an agreement to manage marketing rights of the Tokyo 2020 Olympics including rights to live broadcast, rights to manage sponsors and rights to manage content. Note that the Company has a goal to take part in offering opportunities to view the most remarkable sports event of humankind inclusively for Thai people. This will deliver happiness to all Thai fans to be able to send moral support to Thai athletes to win gold medals together. Besides, the Company was also granted the same rights to manage the Winter Olympics and the Asian Games, which will happen in 2022.













1.4 Esports and Online Gaming

The Company develops esports and online gaming to extend its engagement marketing business to address customer needs and cater to broader customer groups. In 2021, the Company organized one of the most significant esports events in Asia, namely, E-League 2022 and eFootball PES 2021 game - the only event in Thailand that gathered skilled pro-players from different T1 Thai League football clubs and leading sports teams in Thailand and foreign countries including Japan, Vietnam and Indonesia to compete in a console platform to win a prize. Moreover, the Company also saw the potential of online gaming, which has been gaining popularity recently to engage in game publishing. During the year, the Company launched a mobile gaming service, "Katekyo Hitman Reborn", through iOS and Android platforms to reach all groups of customers of different age groups and promote the game through the Company's effective advertising media.

1.5 Running

Nowadays, running events are becoming widespread in Thailand, with a large number of runners, both Thai and foreign, participating. Thus, the Company invested in Raceup Work Company Limited ("Raceup"), an event organizer specializing in sports activities and marathons in aesthetic routes across Thailand. Raceup is also certified by the International Association of Athletics Federations (IAAF). The Company deployed its out-of-home media to promote activities and tourism of each province and support sponsorship to add value and build on sports marketing business.



Artist management

The Company expanded its music marketing business into artist management, leveraging its quality content to build engagement between product brands and customers. Artist management helps create a higher engagement between target groups and artists such as BNK48 CGM48, and LYRA through activities and various content including concerts, music albums and movies.

Note that the Company's revenue from artist management is derived mainly from 3 channels per the following

- 1) Merchandising & Events
- 2) Sponsorship & Endorsement
- 3) Contents & Multichannel

The Company regarded artist management as a high potential business that delivers revenue to the Company and increases utilization rate to a higher level from employing out-of-home media the Company owns. In addition, technology, innovation, and quality content help enhance engagement between target groups and artists.

IDOL MANAGEMENT







MERCHANDISE & EVENT



SPONSORSHIP & ENDORSEMENT



CONTENTS & MULTICHANNEL





Online Business

Online media undoubtedly have strong growth potential as they play increasing roles in people's lives thanks to smartphone prevalence as it is the primary communication device for everyday lives. For example, people can go online and log in to their online banking via smartphones and send information or documents via email through this channel. Therefore, online media are considered an alternative media format that allows instant adjustments in content to carter to an extensive consumer base of all ages, genders and locations. This is why more and more people are choosing online media thanks to their functionalities that satisfy brand owners, including measurability and integration with consumers' lives.

Changing consumer behaviour led to increasing internet roles in our day-to-day lives and changes in consumer perception of media. To meet consumer demand for online media, the Company enhanced its strength in services for public buses through collaboration with Via Group (Thailand) Co., Ltd. to develop an application "ViaBus" to navigate and track locations of public buses accurately in real-time to solve problems and help over 4 million bus riders in Bangkok plan their travels every day.

Besides, the Company launched a service package, "Geofence", that combines out-of-home media and online media to serve the needs of modern consumers to communicate effectively in depth and breadth.

Lastly, the Company established a joint venture with Main stand Creator (Thailand) Company Limited to operates a business related to online sports media, including content distribution on sports, athletes and related content around sports and fitness to promote information further, news and content of the Company's sports business in the future.



Driving Business Toward Sustainability

1. Sustainability Management Policy and Goals

The Company is committed to conducting its business under a sustainability framework at local and international levels by adhering to value creation in all dimensions and paying attention to all business processes from the beginning to deliver quality services to customers to set business directions under sustainability guidelines.

Therefore, the Board of Directors has formulated a sustainability policy and published it on its website to declare its firm intention and be a framework for concrete actions of the organization. Directors, executives and employees are encouraged to comply with the policy for aligned sustainable development of the organization in the future.

Moreover, the Board of Directors considered the organization's sustainability goals by analyzing sustainability performance, risks related to sustainability issues and business opportunities. As a result, the Company has put in place a process to determine material issues of the Company in accordance with the GRI Sustainability Reporting Standards through considering important issues for stakeholders as well as material issues related to economic, social and environmental impacts of the Company. Material issues are analyzed and identified through the following process.

1. Identify material issues The Company reviews and considers issues of sustainability through organizing workshops with top executives to contemplate and analyze both internal and external factors including direction and strategies, sustainability strategies, risks and opportunities as well as material issues of other companies in the same industry, the United Nations' Sustainable Development Goals (SDGs) and sustainability indicators from international standards. This is to identify material issues and define the scopes of each sustainability issue.

2. Prioritize material issues The Company analyzes and prioritizes material issues identified in step 1 through workshops with top executives and related heads of functions to deliberate and set priority of the material issues in 2 dimensions which are impacts of business operations on the economy, society and environment, and impacts of business operations on external stakeholders such as business counterparties, customers, government sector and social sector.

3. Examine material issues The Company preliminarily reviews and audits accuracy by functions in charge of social responsibility and co-development with external stakeholders such as capital market developers and business counterparties to gather interesting issues significant to business sustainability. Later, it will be proposed to the Corporate Governance Committee to consider and approve the material issues under the scope of both internal and external impacts.

4.Develop and improve The Company has put in place diverse channels to obtain opinions, points of view and recommendations from external stakeholders to develop and improve content for the preparation of the annual report while adhering to principles on stakeholder engagement and sustainability context.โดยจะยัง คงยึดหลักการมีส่วนร่วมกับผู้มีส่วนได้เสียและบริบทความยังยืนเป็นสำคัญ

10 Topics of Sustainability Management Policy Covering 3 Dimensions. (ESG: Environment, Social & Governance)



- 1. More than advertising On top of being a provider of out-of-home media services, the Company focuses on undertaking business to create organizational values through fostering innovation which is the bedrock of business to achieve an ultimate goal of sustainability of the organization for the long-term interest of stakeholders across the value chain.
- 2. Public safety The Company prioritises building a safe work environment under occupational health and safety principles and strives to promote innovation in the mentioned area by caring for the health of all employees, including all stakeholders.
- **3.** Disadvantaged people: The Company has instituted a clear policy to treat employees with righteousness, fairness, and respect for human rights according to universal principles and provide opportunities for people with disabilities to work with the Company.
- **4. Corporate governance** The Company strictly complies with applicable laws, rules and regulations by adopting international practices related to business conduct and disclosing information with transparency to all stakeholders.
- **5.Domestic economics** The Company attaches significance to work processes, which affect society, community, and environment. Therefore, it always conducts business with a good mindset and social responsibility. The Company believes that if business organizations join forces in driving socially responsible businesses, sustainable development at the community and national levels will be attained.
- **6. Customer satisfaction** The Company strives to develop its potential for operational excellence to fulfil the needs of all groups of customers.
- **7. Waste management** The Company utilizes water, energy and other natural resources efficiently to maximize its values by supporting the selection of environmentally friendly materials for manufacturing adver-

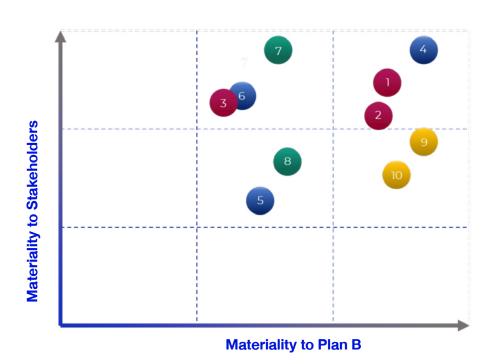
tising billboards and waste materials from media production to optimize their benefits to society.

- 8. Emission reduction The Company mitigates the environmental footprint from its business operations, such as cutting greenhouse gas emissions and dimming the brightness from different advertising billboards to reduce impacts on communities, society and the environment.
- 9. People The Company empowers and develops employees with the required knowledge, abilities, and skills; ensure a proper work environment to incentivize employees to maintain work efficiency; and supports career growth and business sustainability.
- 10. Innovation The Company encourages employees to have the courage to think, act and propose new ideas of ways to enhance work efficiency to lead to innovation while adopting the open-door principles to encourage employees to present ideas and opinions to top executives at any time.

The company is committed to undertaking its business under a sustainable development framework aligned with the United Nations' Sustainable Development Goals (SDGs). The Company strongly believes that conducting sustainable business is beyond maintaining business in the long run but laying a solid foundation for symbiotic growth with the society, including the environment. With the strong foundation to build on and mutual interests of all stakeholders at heart, the Company will sustain its business to deliver quality products and services and create values and sustainability for society. Note that the Company ensures the communication of sustainability framework to all related parties to understand and realize the importance of sustainability. All related parties collaborate to drive the operations of the group of companies forward based on sustainability management that meets international standards.

In 2021, the Company was selected to be included in the Thailand Sustainability Investment (THSI) which was assessed and awarded by the Stock Exchange of Thailand considering performance of listed companies with sustainable business practices and environmental, social and governance (ESG) considerations. This signifies the Company's dedication to operating its business that focuses on sustainability, not just business interests.

Materiality Assessment Results for Promoting Long-Term Sustainability



Materiality matrix		Impact		
		Internal	External	
	Economy			
1. More than advertising		• 2	•	
2. Corporate governance		•	•	
3. Domestic economics		•	•	
4. Innovation		•	•	
Society				
5. Public safety	25	•	•	
6. Disadvantaged people		•		
7. Customer satisfaction		•		
8. People		•		
E	nvironment			
9. Waste management	·	•	•	
10. Emission reduction		•	•	

2. Management of Impacts on Stakeholders Across Business Value Chain

2.1 Business Value Chain

The Company engages in diversified business from upstream to downstream in the business value chain. The Company places importance on the start of every process from searching for locations to install advertising billboards or to organising various events or managing displays and creating content to be used in the advertisement, conducting sales and marketing, distributing its media across the country for the areas the Company has ownership or leases, to servicing clients who want to purchase the Company's media spaces for advertising.

The Company intends to enhance efficiency in sourcing and selecting locations for its advertising media and managing the media to attain the highest quality and at the same time to reduce waste from media installation to minimize environmental footprint to the surrounding areas. In addition, the Company has set targets on its market image management to be recognizable for customers underpricing that is proper, accurate, fair and competitive while adding value and promoting the quality of its advertising media to address customer needs. This can be done by developing media measurement for users and after-sales services to maintain and enhance customer satisfaction.



Event/ soreen operation •Effective business continuity plan •Reduce waste from event organization or business operation •Effective media

Content oreating/ marketing &sales •Fair trade and competitive price •Increase brand awareness







Furthermore, the Company adheres to transparent and fair supply chain management concerning business ethics, human rights, safety for all stakeholders, and economic, social and environmental impacts from its business operations. The Company has issued a supplier treatment policy in the Corporate Governance and the Code of Conduct manual as guidelines for employees. Additionally, the Code of Conduct for Suppliers was prepared with content covering all ESG dimensions for suppliers to apply guidelines for doing business with the Company. Furthermore, a policy on human rights was officially announced as a framework for all suppliers to conform to human rights principles incorporated in procurement processes. The Company also put guidelines for regular supplier audits to assess possible impacts on human rights and implement measures to alleviate damage in case of human rights violation in the procurement process.

Besides, the Company undertakes risk assurance in its supply chain management process as summarized below.

- Screening and Selection All suppliers must sign to acknowledge the Code of Conduct for Suppliers in the procurement, purchasing and hiring processes and provide related business activity information that may incur ESG risks. Nevertheless, in case a supplier has a business activity with potential impacts according to ESG principles, the supplier must conduct a self-assessment that inquires about the performance on quality of products and services related to corporate governance and social and environmental aspects to be able to identify and classify risk and formulate plans to manage before formally informing the Company so that the Company is well-informed to be able to select suppliers properly.
- Monitoring and Assessment All suppliers who have a business with the Company for a period of time will be evaluated of their performance which can be categorized into product quality assurance and sustainability or EGS assessment to ensure that suppliers meet sustainability standards and selection criteria to become the Company's suppliers.

The Company truly believes that sustainable supply chain management is critical to making good business partners in the future. Thus, the Company is committed to collaboration on sustainable business development with suppliers by organizing knowledge training on safety for new suppliers involved in project work and media installation or suppliers with regular safety risks.

2.2 Analysis of Stakeholders in Business Value Chain

Realizing the importance of relationships with all stakeholders, the Company is committed to maintaining good rapport with all groups of stakeholders covering all business activities. Nevertheless, given its diverse business activities involving multiple and different stakeholders, the Company set out the management of stakeholder relationships and guidelines for relationship-building to enhance the satisfaction of all stakeholders considering needs, equality, inclusivity and suitability of management planning, relationship management and communication.

During 2021, the Company identified and evaluated stakeholders by applying 5 principles which are dependency, responsibility, support, influence and power, and attitude categorize stakeholders into 9 groups: The following details are employees, customers, lessees, suppliers, shareholders and investors, communities, regulatory authorities and government, industry associations, and mass media.

Stakeholder	Interested Issue	Action and Response	Value Creation	Communication and Engagement Channel
Employees	- Career ad-	- Organize required	- Employees received	- Conversations,
	vancement	training for continuous	proper training to pro-	team meetings
		development	gress in their careers	- Meeting of all employees by top executives of the functions and / or the Company
	- Training for	- Provide proper em-	- Continuous capability	- Email: Compliance
	skill develop-	ployee programs to re-	development	and Human Re-
	ment	tain talent and capable employees		sources
		- Ensure fair compensa-	- Career stability and	
		tion and benefits for	advancement	
		employees		
	- Compensa-	- Comply with Thai la-	- Assessment on occu-	
	tion, welfare	bor laws.	pation health and safety	
	and other ben-		and work environment	
	efits			
	- Occupation health and safety			

Stakeholder	Interested Issue	Action and Response	Value Creation	Communication and Engagement Channel
		- Treat employees with	- Whistleblowing mecha-	- Employee engage-
		respect according to	nism	ment survey
		human rights principles		
	- Transparency,	- Provide channels for		
	respect for hu-	employees to file com-		
	man rights prin-	plaints, share opinions		
	ciples and eq-	or for whistleblowing		
	uitable treat-			
	ment			
		- Define organization		- The Company's
		core values		website
				Whiatlablouing
				- Whistleblowing
				channels
Customers	- Code of Con-	- Conduct business in	- Quality products and	- Customer service
	duct and trans-	strict compliance with	services that meet ex-	
	parency	applicable law	pectations	
	- High quality	- Introduce products	- Positive relationships	- Customer satisfac-
	products and	and services that ad-	between customers and	tion survey
	services at fair	dress customer needs	the Company	
	prices	at reasonable prices		
	- Customer re-	- Assign responsible		- Annual report
	lationship man-	units to accept opin-		1
	agement	ions, suggestions or		
		customer complaints		

Stakeholder	Interested Issue	Action and Response	Value Creation	Communication and Engagement Channel
	- Product de-	- Procure raw materials		- The Company's
	velopment in-	from sustainable		website
	novation	sources		
	- Personal data	- Initiate environmental		- Whistleblowing
	security and	conservation methods		channels
	privacy			
	- Resource	- Strictly observe the		
	conservation	Code of Conduct and		
		policies imposed by the		
		Company		
Lessees	- Fair treatment	- Conduct business in	- Trust and confidence	- Relationship build-
		compliance with appli-	toward the Company in	ing with lessees
		cable law	the long run	
	- Environmental		- Positive relationships	- Annual satisfaction
	protection		between lessees and the	survey
			Company	
	- Locations of			- Annual report
	advertising bill-			
	boards			
				- The Company's
				website
				- Whistleblowing
				channels

Stakeholder	Interested Issue	Action and Response	Value Creation	Communication and Engagement Channel
Suppliers	- Business eth-	- Establish the Code of	- Capability develop-	- Meetings with sup-
	ics, transpar-	Conduct for Suppliers	ment of suppliers	pliers
	ency and	to set standards		
	equality			
	- Future busi-	- Develop projects that	- Positive relationships	- Supplier assess-
	ness direction	suppliers partner with	between suppliers and	ment
	and business	the Company	the Company	
	growth			
	- Capability en-	- Assign units to be re-	- Trust and long-term re-	- Annual report
	hancement of	sponsible for communi-	lationship with the Com-	
	suppliers	cation with suppliers in	pany	
		various matters includ-		
		ing directly related is-		
		sues		
		- Treat all suppliers	- Quality products and	- The Company's
		equally and fairly ac-	services for other stake-	website
		cording to the Code of	holders	
		Conduct		
				- Whistleblowing
				channels
Shareholders	- Business eth-	- Strictly comply with	- Good corporate gov-	- Annual General
and Investors	ics and trans-	the Code of Conduct	ernance	Meeting of Share-
	parency	and policies imposed		holders
		by the Company		

Stakeholder	Interested Issue	Action and Response	Value Creation	Communication and Engagement Channel
	- Business operating performance and competitiveness - Directions of business growth and fu-	- Conduct business in compliance with applicable law and rules. - Strictly fulfill creditor conditions	- Trust and long-term relationship with the Company - Access to accurate information	- Company visits - Shareholder satisfaction survey
	ture directions - Information disclosure	- Disclose information with transparency and timeliness - Open for suggestions and voices of share-	- Upholding of share- holders' rights	- Annual report - The Company's website
		- Assign responsible units to coordinate with shareholders and investors		- Whistleblowing channels
Communities	- Impacts to communities and society from business operations	- Conduct business with attention and care to prevent impacts on communities and environment	- Minimize impacts from business conduct on communities and envi- ronment	- Field visits

Stakeholder	Interested Issue	Action and Response	Value Creation	Communication and Engagement Channel
	- Promotion of quality of life of communities such as income, employ-	- Strictly comply with applicable law	- Positive relationship between communities and the Company	- Activities that pro- mote social respon- sibility
	ment, education and health - Conduct business in compliance with laws and rules	- Communicate infor- mation related to com- munities in an accurate and timely manner	- Tangible value creation projects	- Environmental ac- tivities
	- Protect hu- man rights	Initiate environmental conservation projects Initiate social projects	- Better quality of life	Community satisfaction survey - Annual report - The Company's website
				- Whistleblowing channels
Regulatory Authorities and Govern- ment	- Business eth- ics	- Conduct business with attention and care and respect of applicable law	- Good corporate gov- ernance	- Meetings and visits in different occa- sions

Stakeholder	Interested Issue	Action and Response	Value Creation	Communication and Engagement Channel
	- Compliance	- Disclose information	- Positive relationship	- Participation in gov-
	with applicable	with transparency	between regulatory au-	ernment networks
	law and rules		thorities / government	
			and the Company	
	- Transparency	- Collaborate and sup-		- Annual report
	and information	port business activities		
	disclosure	that generate benefits		
		for real estate business		
		and the Company		
	- Collaboration	- Initiate long-term pro-		- The Company's
	with govern-	jects to mitigate im-		website
	ment sector to	pacts and improve		
	enforce poli-	quality related to soci-		
	cies and to be	ety and environment		
	a role model for			
	other busi-			
	nesses			
	- Social and en-			- Whistleblowing
	vironmental			channels
	protection			
Industry Asso-	- Business eth-	- Conduct business with	- Good corporate gov-	Participation with in-
ciations	ics	attention and care and	ernance	dustry associations
		respect of applicable		with shared objec-
		law		tives

Stakeholder	Interested Issue	Action and Response	Value Creation	Communication and Engagement Channel
	- Compliance	- Disclose information	- Positive relationships	- Annual report
	with applicable	with transparency	between industry associ-	
	law and rules		ations and the Company	
	- Transparency	- Collaborate and sup-		- The Company's
	and information	port business activities		website
	disclosure	that generate benefits		
		for real estate business		
		and the Company		
	- Collaboration	- Initiate long-term pro-		- Whistleblowing
	with industry	jects to mitigate im-		channels
	associations to	pacts and improve		
	be a role model	quality related to soci-		
	for other busi-	ety and environment		
	nesses			
	- Social and en-			
	vironmental			
	protection			
Mass Media	- Transparency	- Assign responsible	- Positive relationship	- Communication for-
	and information	units to build relation-	between mass media	mats and channels
	disclosure	ship with mass media	and the Company	
	- Business di-	- Communicate and dis-	- Useful and up to date	- Support and en-
	rections	close information in a	information based on	gagement of mass
		timely manner	facts	media activities
	- Data security	- Provide opportunities		- Press releases and
	and personal	for mass media to share		interviews through
	data protection	opinions		media
		- Follow global trends to		- Annual report
		set future business di-		
		rections and plans		
				- The Company's
				website
				- Whistleblowing
				channels

3. Sustainability Management on Environmental Dimension

3.1 Environmental Policy and Practices

Plan B Media Public Company Limited is committed to conducting business based on economic, social and environmental responsibilities, realizing the importance of responsibilities for environmental issues resulting from business operations, products and services. Therefore, the Company has the policy to promote production process development and innovation creation to reduce possible impacts and formulate proper sustainability strategies and plans to drive toward sustainable development. The Company deliberated and selected issues that can foster sustainable development of the organization and set sustainability goals in accordance with sustainable development objectives and international standards. The Company voluntarily joined sustainability standards to ensure continuous improvement in alignment with the Sustainable Development Goals of the UN's Global Compact

The Company is aware of the importance of sustainable business based on social and environmental responsibility. At the same time, extra attention is paid to the environment as the environment is one of the key factors in doing business. Environmental issues can harm consumers, creating a chain reaction to affect the Company's business. Therefore, the Company strives to attain excellence in manufacturing products and offering services to ensure a sustainable relationship between the business and ecosystems and the environment. The Company has instituted a policy to ensure the utilization of scarce natural resources and energy inefficient ways as well as the reduction of environmental impacts. Hence, the Company has established an "Environmental Management Policy" as operational guidelines to conduct business with environmental responsibility and foster a responsible mindset to avoid creating adverse impacts on nature. Policies, practices and targets related to the environment are summarized below.

- Provided an environmental management framework and guidelines in compliance with relevant standards, laws, practices, regulations and agreements while focusing on strategy formulation and stakeholder engagement in environmental conservation and mitigation of risk from climate change to promote collaboration between the Company's personnel, customers, suppliers, business partners and other stakeholders.
- Managed efficient electricity consumption, including the utilization of electricity and air-conditioning systems in the common areas that the Company can directly monitor and control. Continuous efficiency enhancement for electricity consumption is to be ensured. At the same time, targets were set to reduce energy consumption per area by 20% within 2031 compared to the 2020 base year and set a target to reduce 5% of energy consumption in 2022 compared with the 2020 base year. The Company implemented several measures to reduce consumption and enhance efficiency. According to the Paris Agreement, climate change, global warming, and extreme weather variability are urgent issues that all parties must collaborate on to cut greenhouse gas emissions. Accordingly, the Company expressed its commitment to temperature control by setting a target of greenhouse gas emission reduction from its operations to be at 5-10% within 2031 compared with the 2020 base year.
- Water management: climate change directly impacts the volume of water in water sources across areas. It incurs the risk of water shortage with insufficient supply to meet different parties' demands. The Company is committed to water saving of 10% by 2031 compared with the 2020 base year.
- Development of environmentally friendly products and responsibility in providing advertising media services: The Company values the analysis of risks and impacts related to environment and safety throughout its business processes and efficient use of resources and energy saving according to universal principles. The Company also organized campaigns to cultivate the conservation mindset of their employees to consume resources and energy wisely and efficiently. The Company supported useful activities that promote conservation and smart use of natural resources and ensure that no asset the Company is responsible will depreciate, disappear or become waste, including the efficient utilization of other resources. Guidelines were prepared to promote reasonable energy consumption based on necessity and minimise waste of natural resources.

- · Waste Management: The Company pays attention to efficient utilization of resources and waste reduction and thus issued a policy on waste reduction and management, including waste sorting and encouraged all employees to separate garbage regularly to bring down the volume of waste and sort waste for easier management. This helped tidy up the workplace, reduce pollution, avoid dangers from hazardous waste while wet or organic garbage can be used as fuel or biogas.
- Replacement of lighting systems of billboards to be 100% energy-saving systems by 2022 from fluorescent bulbs to LED bulbs without mercury and with low carbon dioxide emission. It is to be emphasized that environmental management is the duty and responsibility of executives and employees at all levels to understand and strictly comply with policies, practices and targets of the Company. In contrast, the Company is obligated to provide sufficient resources to support the efforts to follow the policies.

3.2 Environmental Performance

 Continuous efforts have been put on enhancing the effectiveness of advertising displays and increasing lifetime to save energy and cut expenses. Brightness is regularly measured and monitored by a quality control team and a maintenance team, and they have to report to another supervising team responsible for service improvement. Note that brightness will adjust according to seasons and periods of the day and is kept at the levels not bothering people on the streets and residents in the surrounding areas, especially at night, while advertising media's effectiveness must also be maintained. In 2021, the Company replaced displays of its advertising billboards with a total advertising space of 34,270 square meters with displays with higher efficiency in environmental conservation. Until recently, the Company managed to change display areas of about 9,865 square meters across Thailand using an advanced technology that could save over 60% of electricity consumption and lead to over 59,184 KgCO2e less greenhouse gas emissions to the previous type of displays.

Additionally, lamps were switched from metal haline lamps to LED lamps for over 4,480 lamps nationwide, resulting in 50% saving in electricity charges and reducing greenhouse gas emissions of over 6,264 KgCO2e. Furthermore, replacing old fluorescent bulbs with 800 new LED bulbs also cut electricity charges by over 60% and reduced greenhouse gas emissions of over 1,872 KgCO2e.

- Development of environmentally friendly products and responsibility in providing advertising media services The Company continuously ran different initiatives per the following
- Management of advertising media production resources for optimal benefits To manage resources for maximum benefits, the Company reused and developed vinyl materials to add value and conserve the environment per the following
- The Company used leftover vinyl or vinyl with expired customer contracts to design valuable items such as vinyl bags to take advantage of its durability, long life and benefit insignificantly reducing storage spaces. In 2021, the Company gathered over 1,200 square meters of vinyl to make 2,000 bags to donate to communities and government agencies, which helped generate income for communities and reduce plastic use.
- Besides, the Company used remaining leftover vinyl to make over 300 envelopes per year for internal use, and this helped reduce the usage of paper envelopes and cut some expenses.
- In addition, the Company offered its advertising media as platforms for public service announcements during the COVID-19 pandemic, including valuable news and daily infection situations and the latest information to be one of the channels to provide helpful information to people.
- Since 2020, the Company has taken concrete actions in waste sorting and added more types of waste containers to be 4 types: organic waste, general waste, recyclable waste, and hazardous waste, according to its plan. The Company also aimed to provide these sets of bins for 100% of all its offices. Moreover, the Company added another type of waste container for biohazard waste for used masks or used ATK test kits for employees to separate garbage correctly and be safe from the COVID-19 infection.

• During 2020-2021, the Company found out that fluorescent bulbs and haline metal bubs are electricity-consuming and contain luminous and other substances that can be hazardous in waste management and recycling, which will, directly and indirectly, affect the environment and employees. Therefore, the Company decided to replace 100% of those bulbs with LED bulbs despite the high cost as in the long run; it will help save electricity by approximately 50% and reduce greenhouse gas emission by over 50% while it is also simpler and safer to be stored or recycles.

4. Sustainability Management on Social Dimension

The Company upholds social responsibility in conducting its business as the Company is aware that the environment and the society have immense impacts on business operations and sustainability in various dimensions, directly and indirectly. Therefore, the Company takes concrete actions to properly take care and be responsible for people in society regularly, both for internal parties like employees and external parties such as customers, consumers and surrounding communities.

On the employee front, the Company has established strict compliance with labour and other applicable laws that focus on employee care and fair labour treatment and talent development through regular training. At the same time, results from performance evaluation are analyzed for process improvement to offer higher quality treatment of employees. Moreover, the Company also conducts an employee engagement survey every year to retain employees to work with the Company in the long run and attract outside talent to join the Company.

In the past year, even the Company had to face the COVID-19 pandemic, which was a big obstacle for organizing training for employees, the Company still encouraged employees to attend various training programs via online channels to ensure continuity of talent development to be efficient and effective. The Company promotes good quality of life and equality for employees to work happily and safely. Thus, the Company prioritizes occupational health and safety at the workplace, especially during the outbreak of COVID-19. The company issued extra measures to ensure maximum employee safety during the crisis.

- The Company implemented measures to prevent the spread of coronavirus and put a policy to manage risks from the outbreak and take prompt actions to handle different cases.
- The Company adopted work from home measure by requesting each function to separate their workforce based on nature of jobs or job family and assigning supervisors to control and manage work productivity of each employee. If employees have to work at the office, social distancing must apply. Also, the Company provided facial masks, and COVID-19 protection boards were installed at all employees' desks. Disinfection is also carried out weekly, and building officers clean the office areas every day. For employees who have to work outside, the Company offers masks, hand sanitisers and ATK test kits to accommodate employees. Line managers can also reimburse related expenses for employees to perform their duties.
- During the period that the situation improved with fewer COVID-19 patients, the Company required employees to take a turn working at the office. However, they must take ATK tests and submit the results regularly. The Company also conducts a risk survey every week to have the most up to date information to be used in decision making or take further actions.
- The Company offered COVID-19 insurance for all employees in 2021, regularly followed the vaccination administration status every week, and provided vaccines for all employees.
- The Company consistently promotes information and news of the coronavirus, including the latest situation inside and outside the Company, through all communication channels for all employees regularly (such as email and LINE OA).

Besides employee health, the Company prioritizes the safety of customers and stakeholders by issuing measures and putting efforts to promote security, trust and peace of mind for customers and suppliers who visit the Company for businesses and services.

Society and communities are considered the company's external environment with which it values the long-

term relationship. Accordingly, social activities are regularly conducted under formulated strategies to ensure alignment with the Company's guidelines, while the United Nations' Sustainable Development Goals (SDGs) were adopted to emphasize quality of life and elevation of livelihood of the underprivileged in the society as well as environmental initiatives.

To underline its commitment to sustainable business on the social dimension, the Company has set guidelines to create value for all stakeholders.

- Respect for Human Rights: The Company places a high priority on compliance with laws and respect for human rights by issuing a Code of Conduct against violation of human rights. They are basic rights that represent equality and equity in terms of dignity and rights. Policies on non-discrimination against race, religion, gender and physical ability are also in place. This is evident from the company's hiring and recruitment equality. Additionally, the Company fosters awareness of rights and the social mindset of being responsible for other people and society. According to international human rights principles, the company also issued vendor selection criteria to promote a systematic and accountable vendor selection process.
- Fair Labor Treatment and Employee Care Related to Occupational Health and Safety: The Company values all employees and believes that "employees" are the most important resource that drives the organization toward sustainable development and success. Therefore, the Company offered employee welfare and benefits that are higher than legal requirements as listed below
- 1) The Company provides an annual health check-up for all employees with multiple programs suitable for employees of different ages. Also, health check-up services are brought to the company's office to accommodate employees. In addition, employees are entitled to other welfare and benefits such as medical welfare, group life and accident insurance. In 2021, the Company additionally offered COVID-19 insurance due to the pandemic. Besides, there are other financial aids provided for employees (e.g., funeral aids in case of death of employees and their close relatives including father, mother, child or legal spouse). Vaccination is also available for employees free of charge, including flu shots and COVID-19 vaccines.
- 2) Regarding occupational health and safety in the workplace, the Company ensures that the working environment is safe for employees' lives and assets. Additional accident insurance is offered to teams operating under risks. In addition, annual training on fire drills is conducted regularly. Training courses are related to operations to equip employees with practical knowledge and skills, such as the High Work and Hot Work curricula. Moreover, the Company made sure that safety equipment was in good shape to prevent danger from work and arranged 5S activity to keep the workplace safe, hygienic and suitable for the functional requirements of each unit. During 2020 and 2021, the Company provided COVID-19 protection packs consisting of masks, hand sanitisers, gloves and ATK test kits for employees. In addition, it carried out weekly disinfection to ensure health and safety, protecting employees from the COVID-19 outbreak when they have to be on duty outside. Therefore, the Company had no record of serious accident, death, severe injury or COVID-19 case for its employees, and none of the employees was infected at work in 2021.
- 3) The Company promotes long-term financial planning for employees through knowledge sharing on investment, finance, tax management and saving for the future, especially investment with tax benefits such as provident fund, long term equity fund (LTF) and retirement mutual fund (RMF) to help employees achieve financial stability and freedom after retirement.
- 4) The Company supports organization-wide learning and human capital development through effective human resources management system from recruitment, employee development, fair compensation to proper welfare and benefits to elevate the level of professionalism, improve work systems and create innovations in the organization. Career advancement and employee participation is fostered to enhance the quality of life for employees' better physical and mental health. The Company also regularly organizes recreational activities on an annual basis, contributing to higher work efficiency and effectiveness. Last but not least, the Company encourages its employees to get involved in activities with direct and indirect social benefits

- Good Corporate Governance, Code of Conduct and Compliance with Laws and Related Rules and Regulations: Good corporate governance principles are considered the bedrock of doing business that the Company strictly observes. Transparency, accountability and fairness under the Code of Conduct are fostered while all forms of corruption and non-compliance with laws and the Company's rules are strictly prohibited. The Company intends to create value and trust for all groups of stakeholders to achieve sustainable growth both for the organization and the society. The Company holds the meeting of the The corporate Governance Committee reviews policies and guidelines related to corporate governance. It amends and updates them to be suitable for its business context before proposing to the Board of Directors' meeting for approval. During the past year, the Company issued a policy to limit the number of years of the accumulative term of office to be no more than 9 years to promote independence in expressing opinions and performing duties of independent directors. Approved corporate governance policies and the Code of Conduct are published on the website, including related activities. To ensure effective corporate governance from the Board of Directors, the Company specified qualifications of directors, including the head of the organization (CEO or equivalent), who must be sourced and selected by considering required skills to prepare a skill matrix. This is to guarantee that candidates are well qualified for the positions.
- Customer relationship and customer satisfaction management The Company has a strong will to undertake its business about marketing trends and customer relationships to maintain a good relationship with customers and stakeholders. Therefore, the Company welcomes customers to partake in improving customer service through customer satisfaction and feedback surveys.
- Human Resources Management the Company places importance on employees as a key driver for the organization to succeed and is committed to motivating employees, developing their capabilities and retaining hi-potential employees. The Company also aims to create a conducive work environment so that work productivity is achieved and employees are empowered to deliver well-accepted work while receiving compensation commensurate with their performances for sustainable growth. Also, the Company is open to employees' ideas and encourages employees to develop their capabilities. Good citizenship is also fostered for employees to help the society through the Company's core values of having holistic thinking, being well-rounded and adhering to moral principles. The Company aspires to be an organization that others in the same industry recognize as the most admired with a competitive advantage in attracting capable talent at all levels to work for the Company while focusing equality in recruitment.
- Development of High-Potential Employees the Company is committed to developing high-potential employees through competency development programs, on-the-job training and performance evaluation to provide career opportunities and advancement for employees. Problem-solving is also encouraged while the company's learning plans are based on organization culture, leadership, functional competencies, roles, and responsibilities suitable for each employee.
- 1. Recruitment of talent with knowledge, expertise, and experience is useful for the Company through an employee referral program for friends to recommend friends to work with the Company to ensure that the Company manages to find the right persons. Moreover, the Company organizes roadshows with educational institutions to introduce the Company to university and college students who are about to complete their bachelor's degree on top of the usual PR through various channels such as a website or social media.
- 2. Support for employees with knowledge and expertise to have opportunities to apply their abilities through a talent management program, including the development and learning opportunities and career progression.
- 3. Preparation for talent to be a successor ensures readiness and continuity when a key position is vacant.

• Innovation Management the Company has developed a visibility measurement system for out-ofhome media that exclusively belongs to the Company. This tool supports customers in planning media utilization that is more efficient and facilitates customers to monitor results from their investments in media every month through collaborations with telecommunications companies to prepare media visibility reports. The report shows an overall picture that complies with the Personal Data Protection Act. Data in the report comprise eyeballs, grid reach, frequency, dwell time and demographic information on gender, age or purchasing power of viewers.



The measurement of out-of-home media helps elevate the media's service standards to be closer to TV media and online media, building customer trust and playing a role in convincing customers to decide to invest in out-of-home media during the time of difficulties in Thailand under the COVID-19 situation.

The Company has a plan to continuously develop this initiative in terms of data storage and processing to ensure outcomes with higher accuracy and precision and reporting to display results on the website so that customers can access the data with more speed and convenience. This is scheduled to be completed within 2022.

· Social Responsibility Collective efforts with the Company's partners through business processes are encouraged with the objective to strengthen the Thai economy, communities and society. For instance, the Company developed Intelligent Traffic Condition Reporting Board that displays helpful information for drivers and commuters. In 2021, the Company continued to improve the Intelligent Traffic Condition Reporting Board to be more efficient and accurate to accommodate road users. This initiative also represents a key tool that maximizes the effectiveness and benefits of the Company's advertising media in respective areas.

4.2 Social Performance

- · As the Company highly regards employees as its most valuable asset, an engagement survey is conducted twice a year. The results are analyzed and considered to prepare improvement plans to continuously enhance employee happiness and work conditions. Overall engagement survey results in 2021 were 82.87%, according to the target of not below 80%. This shows that the welfare and work conditions of the Company meet the needs of employees and allow employees to work happily together.
- The results of the Board evaluation for the overall Board and individuals for 2021 show higher effectiveness. Moreover, the Company determines remuneration consistent with the head of the organization (CEO or equivalent).
 - The average score of the Board of Directors evaluation result was excellent at 92.67
 - The average score of individual director evaluation result was very good at 89.02

Note that qualifications of the Board of Directors, which include the head of the organization (CEO or equivalent) for recruitment purposes and required skills for the skill matrix, are published on the Company's website. Furthermore, the Company stipulated those executives and employees perform their duties with

honesty, morality and transparency in strict compliance with laws and anti-corruption policy without engaging in any action to acquire personal benefits or benefits of related parties.

- 100% of the Company's employees studied and passed the test on their understanding of good corporate governance policies and the Code of Conduct. The company targets that its employees adhere to good corporate governance guidelines to prevent and mitigate potential risks from corruption and non-compliance with related rules and regulations.
 - No case of corruption was found.
 - In 2021, the Company's number of training hours of executives and employees totalled 11,033 hours.
- At the beginning of 2021, the Company set a customer satisfaction level at 4.50 out of 5.00 while the actual average customer satisfaction score stood at 4.66, higher than the target and highest in the past 3 years. The Company aims to continue its course of improving the quality of customer service and consistently enhancing the capabilities of its sales force. The customer satisfaction survey was also structured by specific criteria for further analyses, including skills related to sales, knowledge of out-of-home media, personality, customer communication and problem-solving skills. These analyses help the Company find training curricula and suggestions useful for developing employee skills to be more efficient to address rapidly-changing needs of customers and improve the company's competitiveness within the media industry.
- The Company takes part in the community and social development by continuously promoting and communicating projects with social benefits through its advertising media, adhering to "More Than Advertising". Key activities are listed below:
- "Phak Ran Pan Jor" Campaign Plan B took responsibility for the society through the use of its advertising network as a medium to help small business operators such as restaurants, drinks shops and bakery shops affected by the government measure of no dine-in located in the 10 provinces under maximum control areas, namely Bangkok, Nakhon Pathom, Nonthaburi, Narathiwat, Pathum Thani, Pattani, Yala, Songkhla, Samut Prakarn, and Samut Sakhon. Plan B allowed vendors to promote their businesses on their online media platforms and over 250 digital displays across Thailand without charges.
- "Ran Yim Dai..Rao Yim Duay x Phak Ran Pan Jor" Campaign The Company continuously supports small enterprises by teaming up with an alliance like WP Energy Public Company Limited to launch a campaign "Ran Yim Dai..Rao Yim Duay x Phak Ran Pan Jor" to offer 3 privileges for 2,000 rights to small restaurant operators who sell food and beverage in the control areas and Bangkok and was affected by the government control measures to close the restaurants or open until 20:00 hours only under no dine-in policy. Privileges include free gas refills, discount coupons for the next gas refill, and promotion through Plan B's media platforms in Bangkok.
- Simple Life Project (Dharma Dharmada Dharmachati) The Company teamed up with a Face-book page, "A Thing Book" (Songsai Mai? Dharma) in sharing dharma cartoons and quotes with people, which make dharma more exciting and comprehensible through digital media in SIAM Paragon and SIAM Center. The project has been active since March 2020.
- Collaboration with SOS Villages under the Royal Patronage The Company conducted PR activities for SOS through its out-of-home media without charges for 7 consecutive years to promote SOS to the public. In addition, the Company supported SOS both with financial aid to support SOS's operations and non-financial assistance through

volunteers who joined activities hosted by SOS. SOS's main objective is to help children who lost their parents and do not have relatives with the origin of its operating model from the SOS Children's Villages International has a mission to take care of

underprivileged children and enhance their childhood experience to grow up in a proper way. Furthermore, SOS ensures that these children receive the highest education

according to their capabilities to earn their living by having good occupations, relying on themselves, and living in society happily.

- Collaboration with the Mirror Foundation The Company has continuously been supporting the Mirror Foundation by making public service announcements to search for missing people for the past 8 years.
- Collaboration with the United Nations Development Programme (UNDP) The Company used its advertising media to promote the Air Pollution campaign as well as the International Day of the World's Indigenous Peoples through its digital displays nationwide.
- Collaboration with Wild Aid The Company launched the React Against Wildlife Trade campaign to encourage people to oppose illegal killing and smuggling of wildlife by using angry emoticon or the sign that expresses anger used in social media like

Facebook to put on the wanted parts of the wildlife so that social media users become aware of illegal wildlife smuggling. This also included a campaign against the

consumption of shark fins that is not sustainable and unacceptable using digital displays across the country.

- Collaboration with Dragonfly360 The Company promoted a campaign for Dragonfly360 for the 2nd consecutive year to empower women to attain financial freedom.
- Collaboration with Business Partners to Give Back to the Society During the COVID-19 Crisis The Company joined forces with business partners and volunteers to become a small force to help Thai people by donating over 30,000 sets of rice and snacks to be distributed to communities throughout Bangkok to send moral support to Thai people to get through the crisis together.
- A Medium to Help Disseminate and Report News on the COVID-19 Situation The Company demonstrated its social responsibility leveraging on its advertising media to be communication channels for people to take care of themselves and avoid the coronavirus. The positive energy was sent through messages with moral support on over 700 digital screens from 16 media across Thailand while reporting news and updates on the COVID-19 situation. The initiative also encouraged people to stay home and practice social distancing and take care of themselves in the right ways to curb the spread and reduce the number of cases.

General Information

Company Name	Plan B Media Public Company Limited
Type of Business	Service and employment for producing Out of Home Advertising Media consisting of Mass Transit System Advertising Media, Static Outdoor Advertising Media, Digital Outdoor Advertising Media, Airport Advertising Media, In-Mall Advertising Media and Online Advertising Media
Company Registration No.	0107556000507
Registered Capital	THB 434,847,627.50
Number of Registered Shares (Ordinary Shares)	4,348,476,275 shares
Paid-Up Registered Shares	THB 419,317,354.40
Number of Paid-Up Registered Shares (Ordinary Shares)	4,193,173,544 shares
Par Value	0.10 Baht
Head Office	298/64-65 Phitsanulok Road, Si Yaek Maha Nak Sub-district, Dusit District, Bangkok 10300
Registered Location	298/64-65 Phitsanulok Road, Si Yaek Maha Nak Sub-district, Dusit District, Bangkok 10300
Telephone	(662) 530-8053-6
Facsimile	(662) 530-8057
Homepage	www.planbmedia.co.th
Company Secretary	Name: Mr. Kasemsan Itthithamwinit Address: 1213/420 Soi LatPhrao 94 (Panchamitra), Plubpla, Wangthonglang District, Bangkok 10310 Telephone: (662) 530-8053-6 #420 Facsimile: (662) 530-8057 E-mail: companysecretary@planbmedia.co.th
Investor Relations Department	Name: Mr. Tanaporn Teachaviwat Address:1213/420 Soi LatPhrao 94 (Panchamitra), Plubpla, Wangthonglang District, Bangkok 10310 Telephone: (662) 530-8053-6 #134 Facsimile: (662) 530-8057 E-mail: irplanb@planbmedia.co.th
Securities Registrar	The Stock Depository (Thailand) Company Limited 93,14th floor, Stock Exchange of Thailand Building Ratchadapisek Road, Din Daeng, Bangkok 10110 Telephone: (662) 009-9000 Facsimile: (662) 009-9991 TSD Call centre: (662) 009-9999 Website: http://www.set.or.th/tsd E-mail: SETContactCenter@set.or.th Website: http://www.tsd.co.th E-mail: TSDCallCenter@set.or.th
Auditor	EY Office Company Limited (Original Name was Ernst& Young Office Company Limited) 33rd Floor, Lake Ratchada Building,193/136-137, Ratchadapisek Road, Khlong Toei District,Bangkok 10110 Telephone: (662) 264-0777 Facsimile: (662)264-0789 to 90 Wissuta Jariyathanakorn, Certified Public Accountant, Registration No.3853 Mr Termphong Opanaphan, Certified Public Accountant, Registration No.4501 Miss Manee Rattanabankij, Certified Public Accountant, Registration No.5313



Plan B Media Public Company Limited 1213/420 Soi LatPhrao 94 (Panchamitra), Plubpla, Wangthonglang Bangkok 10310 Thailand

Tel: (662) 530-8053-6 #131 #134

Fax: (662) 530-8057

E-mail: ir@planbmedia.co.th



บริษัท แพลน บี มีเดีย จำกัด (มหาชน) 1213/420 ซอยลาดพร้าว 94 แขวงพลับพลา เขตวังทองหลาง กรุงเทพฯ 10310