

Plan·B
media

Plan B Media Public Company Limited



SUSTAINABILITY REPORT 2023

TABLE OF CONTENT

MESSAGE FROM THE VICE CHAIRMAN4

ABOUT THIS SUSTAINABILITY REPORT7

ABOUT PLANB

BUSINESS STRATEGIES9

BUSINESS OVERVIEW10

ORGANIZATION CHART21

AWARDS AND ACHIEVEMENTS22

TOOLS FOR DRIVING ORGANIZATIONAL SUSTAINABILITY

PLANB'S SUSTAINABILITY DEVELOPMENT GUIDELINES.....24

SUSTAINABILITY POLICY AND GOALS.....26

PLANB VALUE CHAIN28

MATERIALITY ASSESSMENT31

STAKEHOLDER ENGAGEMENT34

ASSESSING THE IMPORTANCE OF STAKEHOLDERS40

MATERIALITY ASSESSMENT46

MATERIALITY MATRIX.....48

SIGNIFICANT MATERIALITY ISSUE LEVEL49

SUSTAINABILITY MATERIALITY ISSUES50

SUSTAINABILITY STRATEGIES54

STRUCTURE OF SUSTAINABILITY WORKING GROUP.....56

GOVERNANCE DIMENSION

CORPORATE GOVERNANCE & BUSINESS CONDUCT58

RISK AND CRISIS MANAGEMENT.....66

SUPPLY CHAIN MANAGEMENT77

INFORMATION SECURITY AND DATA PRIVACY.....90

SOCIAL DIMENSION

OCCUPATIONAL HEALTH AND SAFETY	97
HUMAN RESOURCE DEVELOPMENT AND WELL-BEING	101
MANAGEMENT OF HIGH-POTENTIAL EMPLOYEES.....	103
EMPLOYEE TRAINING.....	104
SUCCESSION PLAN.....	109
DIVERSIFY IN THE WORKPLACE	109
EMPLOYEE ENGAGEMENT	110
EMPLOYEE WELL-BEING	112
CUSTOMER SATISFACTION	112
STRATEGIES TO DEVELOP CUSTOMER RELATIONS TO ENHANCE CUSTOMER SATISFACTION	113
HUMAN RIGHTS AND LABOR PRACTICES.....	114
FOSTERING AN ORGANIZATIONAL CULTURE REGARDING HUMAN RIGHTS	116
INNOVATION FOR CREATING A GOOD EXPERIENCE FOR CUSTOMERS	119
SOCIAL AND COMMUNITY DEVELOPMENT.....	123
PROMOTION OF SOCIAL AND PUBLIC WELFARE	124
RESPONSIBILITY TOWARDS ADVERTISING AND MEDIA CONTENT	126
SUSTAINABILITY PERFORMANCE, RESPONSIBILITY AND COMMUNITY DEVELOPMENT	127
CORPORATE SOCIAL RESPONSIBILITY (CSR).....	129
SOCIAL AND COMMUNITY DEVELOPMENT THROUGH SOCIAL ACTIVITIES	133

ENVIRONMENT DIMENSION

ENVIRONMENTAL MANAGEMENT	136
ENERGY AND CLIMATE CHANGE MANAGEMENT	137
RISK ASSESSMENT FOR CLIMATE CHANGE IN 4 ASPECTS	140
WATER MANAGEMENT.....	141
WASTE MANAGEMENT.....	142
SUSTAINABILITY PERFORMANCE SUMMARY	145
GRI CONTENT INDEX.....	150
SURVEY OF READERS' OPINION	155

MESSAGE FROM THE VICE CHAIRMAN

(GRI 2-22)

Plan B Media Public Company Limited, or "PLANB," remains steadfast and committed to advancing its mission of "Creating Long-Term Sustainable Value for Stakeholders." This is achieved by integrating sustainable development principles into all organizational segments and conducting operations across all business dimensions to generate long-term corporate value for stakeholders throughout the value chain. Coverage spans three dimensions: environmental, social, and corporate governance (Environment, Social, and Corporate Governance) to guide the creation of sustainable value for all involved parties. This approach aligns with driving integrated sustainable development to realize true value.

PLANB operates its business in tandem with systematically driving sustainability in every process, from investment and project development to construction and management, ultimately transferring value to the community and all stakeholders. This involves continuous monitoring and inspection to enhance operations by leveraging technology and promoting the development of a comprehensive sustainable ecosystem. The goal is to create overall value for communities, customers, partners, and all parties involved. Additionally, we have established a 5 - year long-term strategic plan with defined indicators and regular monitoring of sustainable performance. A dedicated committee oversees business operations and sustainability alongside a sustainability task force, which plays a crucial role in supervising and supporting the tangible implementation of the development plan. This also includes activities to achieve sustainability goals according to policy and strategy, elevating the country's outdoor advertising business operations standards, and genuinely creating overall value for all stakeholders.

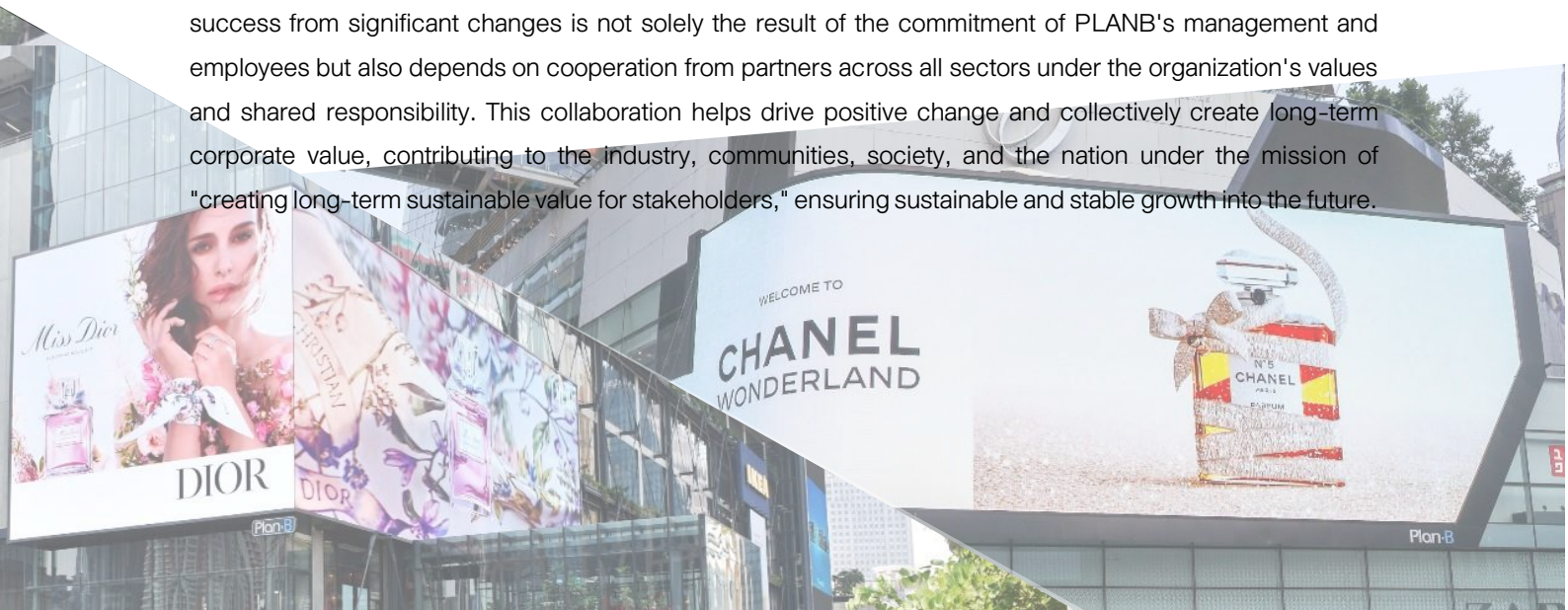


Ph.D. Pennapha Dhanasamsilp
Vice Chairman

PLANB places a high emphasis on creating shared sustainability throughout the value chain and managing relationships with stakeholders continuously. PLANB's mission is to support the organisation's sustainability and conduct business responsibly to benefit society, communities, and the environment. We adhere to good corporate governance and business ethics principles to ensure fairness and confidence among all stakeholders. Moreover, we prioritize the care of our employees, recognizing them as our most valuable resource by consistently supporting diversity, equity, and non-discrimination throughout the organization. Furthermore, we conduct comprehensive human rights due diligence, including assessing human rights risks related to business operations. We also continuously support disseminating sustainable content that benefits society and the nation through PLANB's outdoor advertising media, contributing to raising social awareness about sustainability and driving positive change. Regarding environmental operations, PLANB is committed to improving energy efficiency and reducing greenhouse gas emissions from our business. In 2023, we are proud to have been part of the continuous reduction of greenhouse gas emissions by 36,800 tons of carbon dioxide, which aligns with the organization's strategy and goals. This demonstrates our intention to be part of Thailand's commitment to achieving carbon neutrality by 2065 and net-zero greenhouse gas emissions by 2075 under the Paris Agreement.

The responsibility and commitment of PLANB towards sustainable development have consistently earned recognition and certification from sustainability agencies. This year, we are particularly proud to have been ranked as a member of the Thailand Sustainability Investment (THSI) by the Stock Exchange of Thailand for three consecutive years, from 2021 to 2023, with a recent score at the 'AA' level. PLANB has also been selected as part of the "ESG Emerging List" of companies considered suitable for investment and included in the ESG100 securities group for the first time in 2023 by the Thai Pat Institute. PLANB is the sole company in the advertising media group to be selected for the ESG100 in 2023. Furthermore, PLANB has continuously received an "Excellent" (5-star) governance score from the Thai Institute of Directors (IOD) for seven years, demonstrating a steadfast dedication to conducting business with an emphasis on sustainability and a responsibility to all sectors. This recognition from sustainability bodies and trust from investors who believe in the company's sustainable investment philosophy is integral to PLANB's success, stable growth, and strength, leading to long-term returns for investors.

PLANB continues to operate in line with its mission and goals. I want to express my gratitude to all stakeholders for their trust, encouragement, and support of the company's operations. We know that achieving success from significant changes is not solely the result of the commitment of PLANB's management and employees but also depends on cooperation from partners across all sectors under the organization's values and shared responsibility. This collaboration helps drive positive change and collectively create long-term corporate value, contributing to the industry, communities, society, and the nation under the mission of "creating long-term sustainable value for stakeholders," ensuring sustainable and stable growth into the future.



BUILDING ON
A SOLID FOUNDATION
**FOR FUTURE SUSTAINABLE
GROWTH**

ABOUT THIS SUSTAINABILITY REPORT

(GRI 2-2, 2-3, 2-4)

Plan B Media Public Company Limited and its subsidiaries ("the Company") have prepared this report to present key business issues and sustainable development approaches. The objective is to serve as a channel for communicating operational information under the company's sustainable development policy and strategic framework to all stakeholders, encompassing economic, social, and environmental dimensions and organizational governance. This enables the organization to achieve success through strong collaboration with business partners.

The sustainability report is compiled by the GRI Sustainability Reporting Standards (GRI Standards) at the Core Options level, evaluating all eight significant sustainability issues. The performance results cover the company's business operations in Thailand, including subsidiaries in which PLANB has held more than 50% shareholding for over two years and has operational control.

Moreover, the Company's Board of Directors for Governance and Sustainability has approved the economic, social, and environmental performance indicators disclosed in this sustainability report.

Reporting Scope

This report presents information for the fiscal year 2023, covering the PLANB Group, which includes Plan B Media Public Company Limited and its subsidiaries. It contains environmental and social performance reports covering the 12 months from January 1 to December 31, 2023. The data is compiled from the main office building and assets related to the company's operations. There is no policy for external certification of the sustainability report's quality, but the designated unit has internally verified the report's accuracy and quality.

The financial performance has been audited by the auditing firm EY (Ernst & Young), and the auditor's report is included in the annual report for the year 2023.

Contact Channels

Feedback from all stakeholders is crucial for PLANB to continuously develop its reporting practices and sustainability approaches. If you have any suggestions, comments, or questions, you can submit them through the following contact channels.

**Investor Relations and
Sustainability Management
Department**

Plan B Media Public Company Limited
1700 Plan B Tower New Petchburi Road
Makkasan, Ratchathewi, Bangkok 10400
Tel: +662 530 8053
E-mail: irplanb@planbmedia.co.th

VISION

To empower the brand's message and create a major impact
across ASEAN

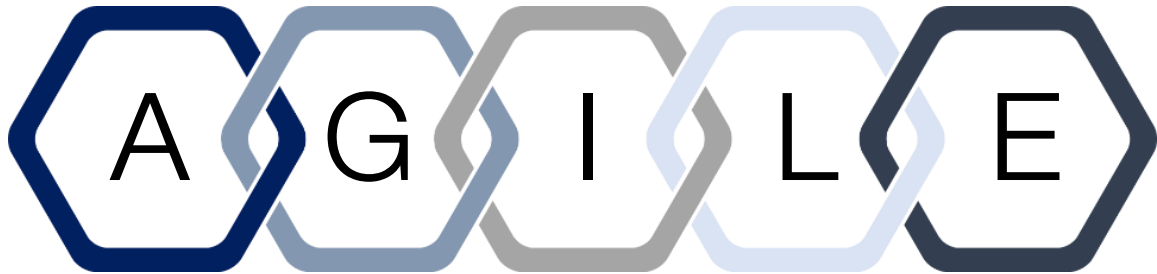


OBJECTIVE

Providing diversified and innovative communication channels
that enhance audiences' experience and engagement



BUSINESS STRATEGIES



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 LEADERSHIP

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

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



BUSINESS OVERVIEW

(GRI 2-1, 2-6)

Being the leading out-of-home media service provider with the most diversified portfolio of media types and nationwide coverage spanning across Bangkok and upcountry, the Company 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, appealing marketing planning consultation, and exciting content creation.

The Company's out-of-home media business can be classified into five key categories:

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 two types of quality content: sports marketing and artist management.

Sports marketing can be classified into five 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 Sports

OUT-OF-HOME MEDIA BUSINESS

1. Transit Media can be categorized into two types as follows

1.1. Advertising media outside and inside air-conditioned buses

With over 18 years of expertise in providing advertising space inside and outside public transport buses, which was the Company's initial business venture and what made it recognizable, the Company currently has more than 2,714 buses in its advertising network. This includes managing advertising spaces on private company buses. Additionally, the Company has acquired the rights to manage advertising on electric public buses inside and outside, or EV buses, from the Bangkok Mass Transit Authority (BMTA) for ten years.

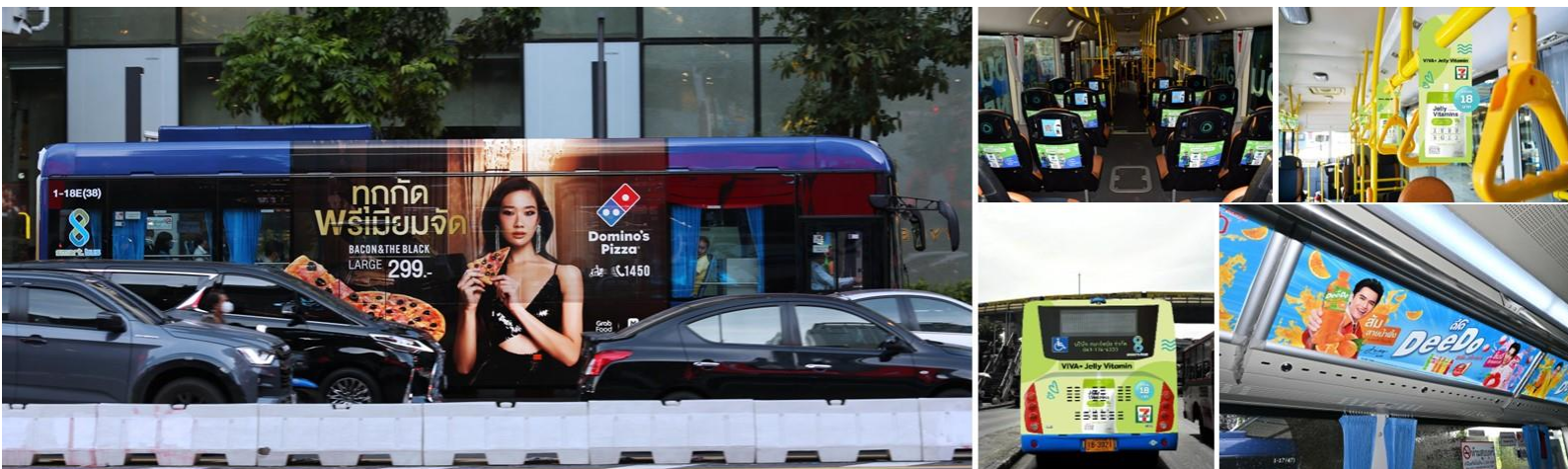
This has enabled the Company to cover advertising spaces across more than 208 bus routes throughout Bangkok. The types of media installed in public transport buses are mainly of two types:

1.1.1. ADVERTISING MEDIA OUTSIDE BUSES

This type of media acts like mobile billboard advertisements; these mediums can create awareness, attract attention, and enhance brand recall. The dynamic nature of the media, moving towards consumers, helps make the brand memorable. Additionally, the media format can be tailored to meet the client's objectives in terms of publicity, with both full-wrap and half-wrap options that create clear brand awareness and recognition. Moreover, special creative techniques like 2D and 3D mock-ups emphasize the advertisement's creativity. In 2017, the Company introduced an innovation with special techniques like LED Lighting to draw consumer attention and add interesting features to the advertisements, further enhancing brand value and recall.

1.1.2. ADVERTISING MEDIA INSIDE BUSES

The advertising media are closely engaged with passengers throughout their journey. Furthermore, the distribution and placement of these media both inside and outside the vehicle, such as behind passenger seats, near entry and exit points, above passenger seating areas, and the installation of LCD screens, allow for compelling attraction of attention and comprehensive communication to the target audience.



1.2. ADVERTISING MEDIA IN THE MRT SYSTEM

The Company has expanded its advertising media within the Metropolitan Rapid Transit (MRT) system, recognizing the potential and positive growth trend from the expansion plans of the MRT routes. By 2023, the service will cover more than 38 stations, providing a network that connects inner Bangkok, outer Bangkok, and the surrounding metropolitan region. The Company's media includes Passenger Information Displays (PIDs) inside and outside the train carriages, providing information to passengers.



2. CLASSIC MEDIA

The Company's static advertising media offers a variety in the size of the billboards, distinctive locations, and presentation styles that set it apart from other service providers. This diversity helps attract consumer attention, create brand recall, and precisely generate product and service awareness. The media reach a comprehensive target audience in key areas, including business districts and community centres on sidewalks, main roads, expressways, and outside buildings. The focus is on areas with high traffic and dense populations to ensure prominent and frequent visibility. The Company has expanded its media coverage to various key provinces to cater to the increasing population and tourists, offering services including large billboards with a total of 3,910 billboards nationwide and network billboards focusing on provinces that are economic and tourism hubs in Thailand. This expansion ensures comprehensive coverage in Thailand's key areas.

In addition, the Company has collaborated with the Bangkok Metropolitan Administration's Office of Traffic and Transportation to develop and upgrade more than 700 traditional bus shelters into modern 'Smart bus shelters'. These shelters are equipped with 1,170 static advertising billboards. This initiative addresses the issue of uncertain waiting times for public buses by installing safety features such as CCTV systems, mobile phone charging stations, and free Wi-Fi, thereby enhancing convenience for the public. Each area around these shelters features prominently located advertising boards that can attract attention and effectively create brand recognition and recall for products and services among the target audience who use public bus services.





3. DIGITAL MEDIA

Digital advertising media have the highest growth rate due to their striking presentation and integration of modern technologies, resulting in various display formats. This is complemented by a specially selected control system, offering flexibility, speed, and high security, differentiating it from general advertising media perception. Moreover, it can respond to changing campaign needs and brand development requirements to align with desired timings, effectively creating brand awareness and recall. The strategic placement of digital advertising media in key locations such as Bangkok's Central Business District (CBD), leading shopping malls, economic zones, or areas with heavy traffic and dense population extends to 59 provinces nationwide. This creates a network of over 576 digital advertising screens (excluding screens inside 7 - Eleven stores). The Company modernizes digital advertising media and recognizes the importance of serving the public through digital media by reporting traffic conditions (Intelligence traffic signs). This enhances the quality of life for city residents and helps address Bangkok's traffic issues by integrating modern technology, highlighting the features of the Accident report system and CCTV cameras, and improving traffic reporting efficiency. Additionally, the Company enhances the viewer's experience by upgrading and adding value to out-of-home advertising with 3D techniques on digital screens, offering a more realistic experience to the audience.

In 2023, the Company renovated 51 digital screens across Thailand to enhance clarity, reduce glare, and lower greenhouse gas emissions. Additionally, it addressed the lighting issue for static lightbox-type billboards, making them more prominent at night.

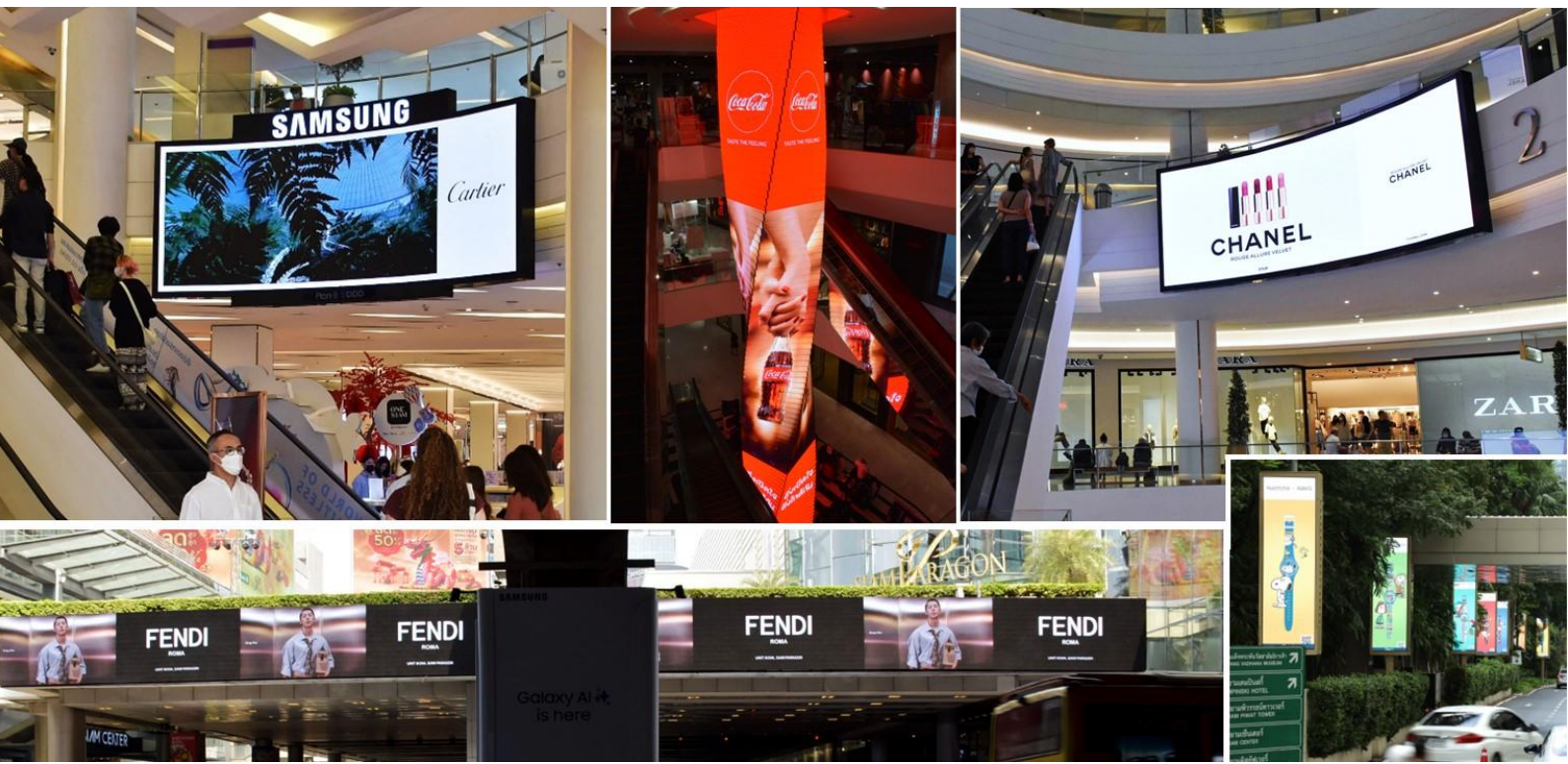




4. ADVERTISING MEDIA IN MALLS, SUPERMARKETS, AND CONVENIENT STORES

4.1. ADVERTISING MEDIA IN MALLS

The Company's advertising network within shopping malls is a medium that can reach many target audiences with purchasing power. It is also famous for marketers to stimulate sales and reinforce brand recognition of products and services. Moreover, it can effectively encourage consumers to make purchase decisions. The Company is committed to developing advertising media in leading shopping malls, offering comprehensive services outside and inside the buildings, ranging from static advertising to digital media that can interact with consumers. Currently, the Company has advertising media inside shopping malls such as Mega Bangna, Siam Center, Siam Paragon, The Emporium, The EmQuartier, and shopping centres within the Central Group network.



4.2. ADVERTISING MEDIA INSIDE CONVENIENT STORES

The Company has integrated technology with the development of modern advertising media formats to increase opportunities for brands, content, and various promotions to reach consumers. Currently, the Company provides advertising services within 7-Eleven convenience stores, with over 14,009 screens nationwide. In 2023, the Company installed digital screens in 2,000 7-Eleven branches in Bangkok and other provinces. The screens are strategically placed above the beverage coolers, the frozen food shelves, and the snack and casual eating shelves. These locations are easily visible and effectively cover many target audiences.



5. AIRPORT MEDIA

The Company has expanded its airport advertising business to cater to a broader target audience in all travel segments. Due to the trend of lower airline ticket prices, most consumers opt for airline services over other public transportation options. Presently, the Company offers advertising services at over 28 airports nationwide, with 3,511 advertising boards. These include advertisements at airport entrance and exit gates, luggage trolleys, and luggage itself, ensuring visibility and reach to all airport users.



ENGAGEMENT MARKETING BUSINESS

The Company wants to expand its business by leveraging its overcapacity in advertising media production to manage upstream operations. The objective is to work more closely with product brands and owners through a marketing strategy encompassing 4O: Online, On-air, OOH, and On-ground. Participatory marketing can be divided into two groups: the sports marketing group and the artist management group.

SPORTS MARKETING

1. FOOTBALL

One of the Company's proud achievements is being trusted by the Football Association of Thailand under Royal Patronage to officially represent and manage the association's and Thai League Co., Ltd.'s rights and benefits. This is due to the Company's extensive experience managing various forms of advertising media over the years and a client base covering all types of products and services. This position enables the Company to increase revenue and expand its business by managing the rights of the Football Association and securing sponsors for national football team competitions, professional football leagues, and other football activities for 2021-2028, a total of 8 years exclusively. This role aims to promote and develop the nation's football by offering sports marketing advertising suited to product and service brands, effectively creating brand awareness and recognition among new consumer groups. The rights managed by the Company on behalf of the Football Association include three main categories.

1. Rights to seek sponsorship to support football matches and 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, TV, electronic, wireless, and other telecommunication media domestically and internationally.
3. Rights to manufacture and distribute FAT and Thai League Co., Ltd merchandise.

The Company manages the rights and benefits of the Football Association of Thailand and Thai League Co., Ltd. Through various channels, it creates a social network to promote Thai football, engaging Thais to support their national sport towards international recognition. This includes online channels with a solid following for news updates and various activities, organizing events such as booths for public participation before upcoming matches, and promoting quality content through the Company's out-of-home advertising media. This approach reaches more than 80% of the target audience across Bangkok.





2. BOXING

In 2021, the Company established Global Sport Ventures Co., Ltd. (a subsidiary) as a holding company to invest in other boxing-related businesses, with a team with expertise and experience in boxing business and related marketing activities. The focus is on Thai and international boxing and elevating the unique Thai identity to global recognition. Boxing is a popular sport and is a soft power in Thailand. The Company believes that the boxing business will be another venture that drives and enhances the future growth potential of the sports marketing business.

The Company organized a grand event for the modern boxing industry to revitalize Thai boxing, which was impacted by the COVID-19 pandemic. The event featured over 600 boxers and 660 trainers from all 77 provinces across Thailand, showcasing their skills in the Thai boxing arena. Furthermore, the Company has a plan for Global Sports Ventures Co., Ltd. to acquire shares in Rajadamnern Boxing Stadium Co., Ltd., a business managing the Rajadamnern boxing arena. This collaboration aims to shape the direction and manage the Rajadamnern Stadium, Thailand's first standard boxing arena and one of the world's oldest boxing venues. The goal is to make the Rajadamnern Stadium a global hub for Muay Thai (Global Hub of Muaythai) and, together with promoters, elevate Thai boxing to the international stage, solidifying it as a true Soft Power of Thailand.

Also, in 2022, the Company organized a national boxing tournament in Thailand, "Rajadamnern World Series (RWS)," which was considered a significant change in Rajadamnern stadium and indeed the step toward the modern era of Muay Thai. This tournament aims to find the best male and female Thai boxers from the leading promoters to compete for the new prestigious belt of the Rajadamnern stadium. This tournament made new rules and regulations by changing from 5 rounds to 3 rounds of each competition with 3 minutes per round, modifying the scoring format from 10-10 to 10-9, with the criteria that the competitor who performs more effectively is the winner of each round. Furthermore, in this tournament, the referee will openly show the scoring for each round for transparency. In addition, the boxing ring of Rajadamnern Stadium has been reduced from 7x7 to 6x6 meters to make the competition tighter and more exciting. Therefore, the Company believes this tournament can change Muay Thai sport and elevate Muay Thai to the international level, including modernizing Rajadamnern Stadium to attract more Thai and global audiences.



Latest in 2023, after the first season of the Rajadamnern World Series (RWS) ended successfully in late 2022, the Company opened a new season to continue the success of the previous year and is ready to explode with excitement throughout the year from February to December. This season will be even grander, with the prize money for the winners in each division increased to a more prestigious 3 million baht from 1 million baht. Weekly bonuses will also be given to ensure that every fight will be even more intense and exciting. In addition, the Company has joined forces with the four best promoters in the country, namely Petchyindee, Kiatpetch, Palangmai, and Sasiprapha, with a new program called RWS Fight Night. Each promoter will match the Muay Thai fights each week with the rules and regulations in the RWS style. The program can be watched every Saturday from 8:05 PM on Workpoint 23, YouTube: WorkpointOfficial, and Facebook: Workpoint Entertainment.

3. INTERNATIONAL BROADCAST

The Company signed an agreement to be the representative for managing marketing rights for the Tokyo 2020 Olympic Games, which include the rights to broadcast live, the rights to manage sponsors, and the rights to manage content. The Company aims to promote participation in creating opportunities for Thai people to watch this important human race event. This will help create happiness for everyone by supporting Thai athletes in reaching the Olympic gold medal together. In 2023, the Company will promote the Asian Games, the most significant sports event in Asia, with a 360° communication strategy. This strategy creates a memorable experience for Thai people, allowing them to experience every moment of the Asian Games, from before the start, during, and after the competition, through 360° communication. In addition, there is communication through outdoor media throughout the campaign, using creative Key Visual images that can pull Emotional people to feel the greatness of this campaign. There is also the use of Fast Ads techniques to present content that is different according to each of the four time periods through the 4Os strategy.



4. ESPORTS AND ONLINE GAMING

The Company has developed e-sports and online gaming businesses to expand the participation marketing business to meet better and reach the target audience. In 2023, the Company organized the "e-Football THAI LEAGUE 2023" sports competition. It partnered with Thai football partners to find "e-sports team managers" or pave the way for a career path to create new coaches for all 16 Thai League clubs. It also collaborated with Thai League clubs, the Thai League Company, and the Football Association of Thailand to plan the management of athletes and competition formats. It will be responsible for everything from selecting athletes for the club's affiliation, developing team building plans, training before, during, and after competitions, and managing the income for athletes under the Thai League clubs.



5. RUNNING SPORTS

Running events are also viral sports events in Thailand, with both Thai and foreign participants. The Company has therefore invested in Race Up Work Co., Ltd., a sports and marathon event organizer with a sports tourism theme. The Company organizes competitions along beautiful routes in each province, with IAAF-certified competitions. The Company's outdoor advertising promotes the events and tourism in each province and sponsorship support to increase value and expand the sports marketing business.



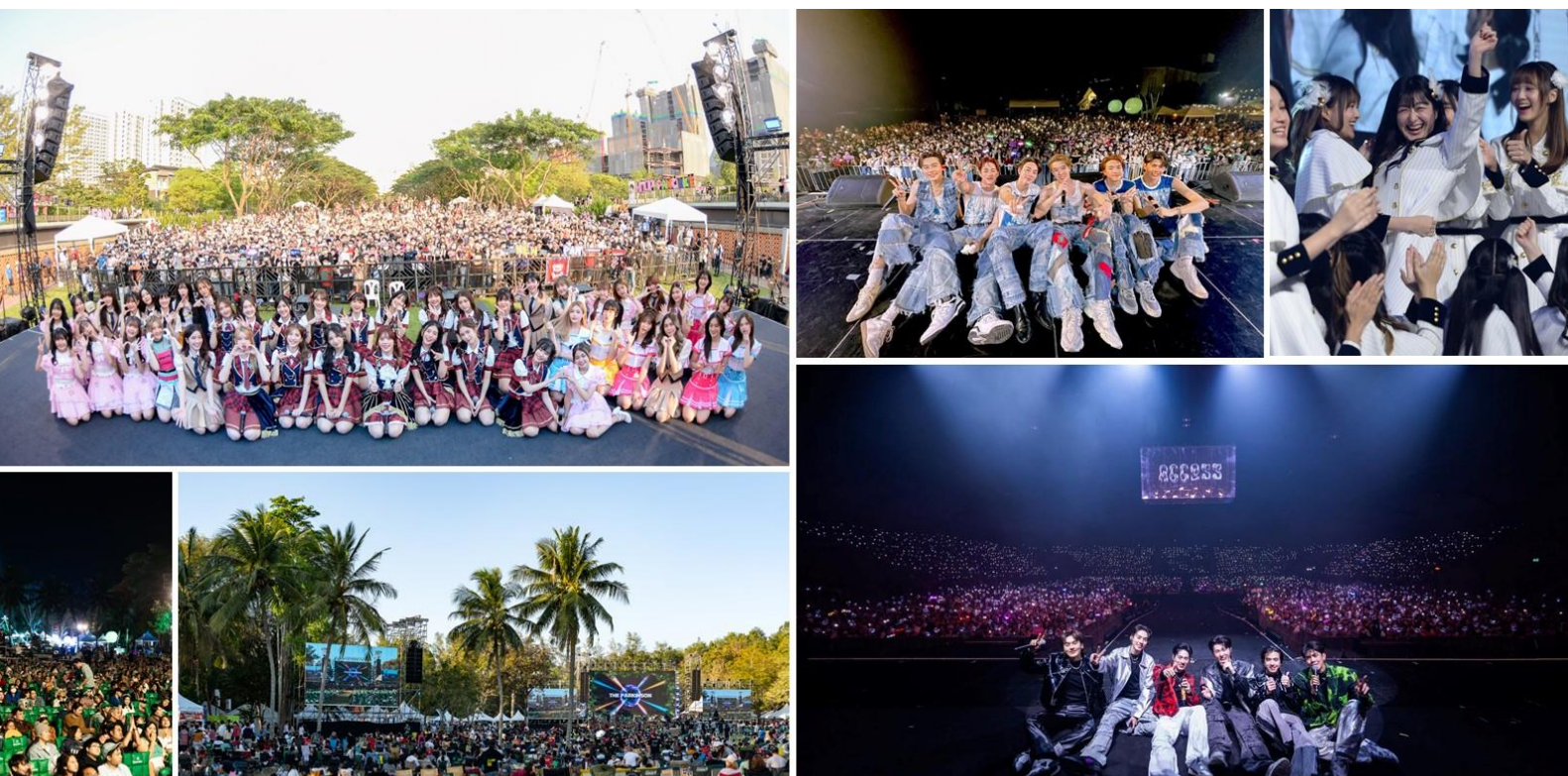


ARTIST MANAGEMENT

The Company has expanded its music marketing business into artist management by promoting quality content through outdoor advertising to create a bond between brands and customers. This has allowed the Company to develop a closer bond between target groups and artists through the BNK48, CGM48, LYRA, and PROXIE groups through events and content such as concerts, albums, and movies. The Company's revenue from artist management can be divided into three categories as follows

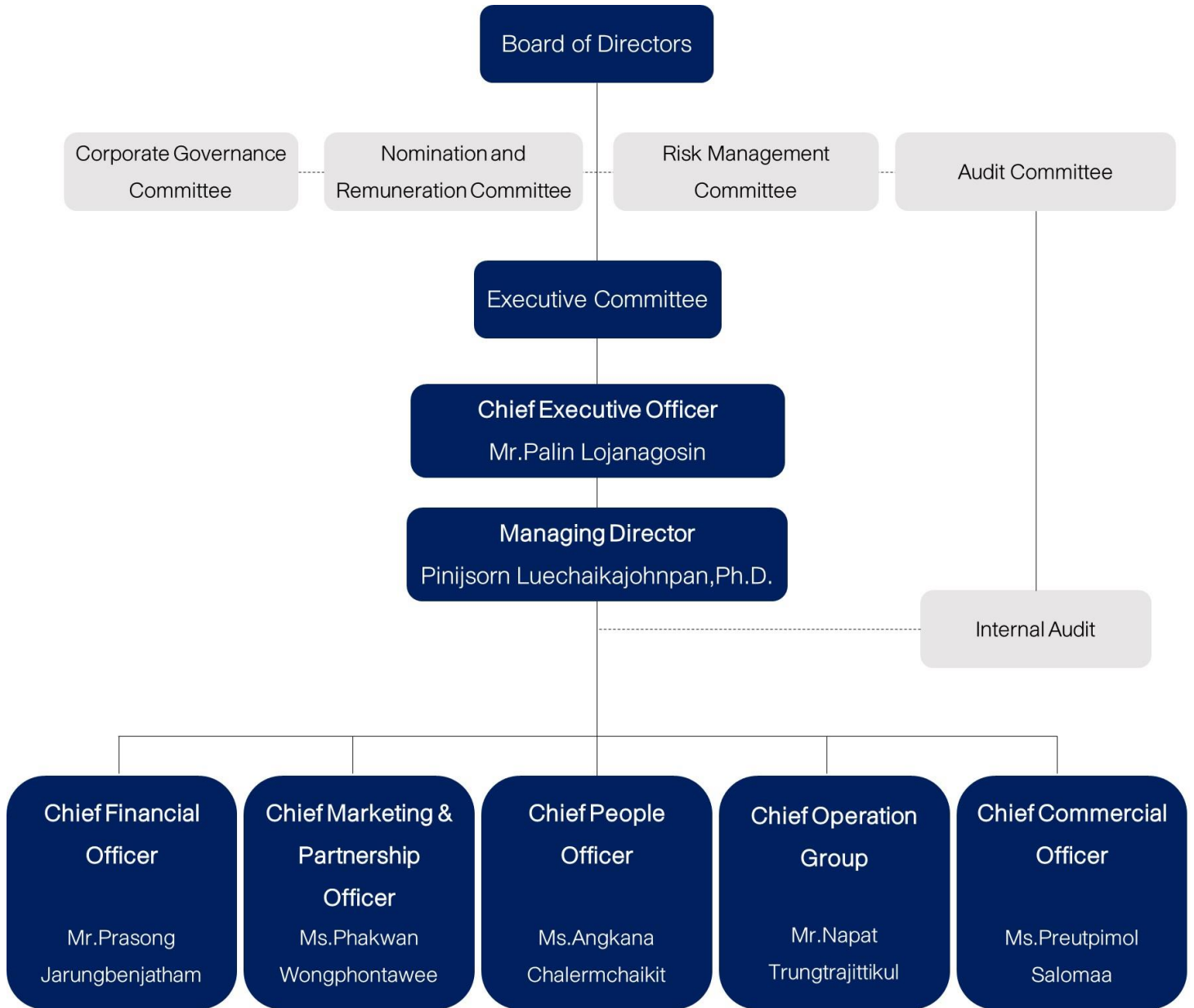
- 1) Merchandising & Events
- 2) Sponsorship & Endorsement
- 3) Contents & Multichannel

The Company sees the potential of artist management to not only generate revenue for the Company but also to increase the Company's media utilization rate. This is because the Company's outdoor advertising is known for its innovation and technology, and the quality content and messages can help to create a bond between target groups and artists.



ORGANIZATION CHART

(GRI 2-1, 2-9, 2-11)



AWARDS AND ACHIEVEMENTS

(GRI 2-28)

PLANB is committed to achieving business operations and environmental, social, and governance (ESG) goals. This commitment is reflected in the various awards and recognitions the company has received over the years.

Awards: Project Developments

- Most Innovative Out-of-Home Media Providers in Asia 2023 จาก World Business Outlook
- Best Media Production Company Thailand 2023 จาก World Business Outlook



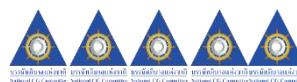
Awards: Management and Finance

- The company has been a member of the SET100 Index from 2015 to 2023
- The company has been one of the members of the MSCI Small Cap Index by Morgan Stanley Capital International (MSCI) Index from 2015 to 2023



Awards: Corporate Governance

- The Company has been continuously certified and renewed as a member of the Collective Action Coalition against Corruption (CAC) by the Thai private sector from 2019 to 2023.
- The company's corporate governance was evaluated as "Excellent," marking the 7th consecutive year of achieving this rating from 2017 to 2023.
- The company received a "100 score" in the annual general meeting (AGM) quality assessment project by the Thai Investors Association from 2017 to 2022
- The company received the Top 70 ASEAN Corporate Governance Scorecard award in 2018 and the ASEAN Corporate Governance Scorecards Award 2019 (ASEAN Asset Class Award)



Awards: Sustainable Development and Environmental Conservation

- The company received the ESG100 award in the category of sustainable companies worth investing in, or the ESG Emerging List in 2023, by the ESG Rating of the Thai Institute of Directors
- The company received the Thailand Sustainability Investment 2023 award, marking the 3rd consecutive year from 2021 to 2023 organized by the Stock Exchange of Thailand (SET)
- The company received the SET ESG Ratings award in 2023 from the Stock Exchange of Thailand (SET)
- The company received the Sustainability Disclosure Award from the Thai Institute of Directors in 2022-2023



Award: Investor Relations

- The company received the Best Investor Relations Awards from the SET AWARDS for the 3rd consecutive year from 2021 to 2023, organized by the Stock Exchange of Thailand and the Banking and Finance Journal. The awards were given for excellent investor relations as follows
 - From 2021 to 2022, in the category of listed companies with a market capitalization of more than THB 10,000 million but not exceeding THB 30,000 million
 - In 2023, in the category of listed companies with a market capitalization of more than THB 30,000 million but not exceeding THB 100,000 million



PLANB'S SUSTAINABILITY DEVELOPMENT GUIDELINES

PLANB has a policy focused on fostering cooperation in operational aspects related to environmental, social and governance. PLANB has a policy focused on fostering cooperation in operational aspects related to environmental, social, and corporate governance (ESG) and continues to evolve to align with the company's sustainability policies and the United Nations



CORPORATE GOVERNANCE

To run the business with fairness and transparency in accordance with good corporate governance, systematic risk management and internal control

Economy



- To operate business with the ultimate goal of creating mutual benefits throughout the value chain.
- To respond to customer needs and enhance the quality of life and well-being of people in society through innovation.

Society



- To create opportunities for all groups of people equally for their potential development and better quality of the society.

Environment



- To focus on environmental protection and conservation of natural resources.
- To efficiently and sustainably use resources and maintain the balance of the ecosystem.

SUSTAINABILITY POLICY AND GOALS

PLANB is committed to conducting business sustainably, adhering to national and international frameworks. The company continues to create value for its customers and stakeholders in all dimensions, prioritizing every stage of business from inception to delivering quality services. This also includes maintaining overall value for all stakeholders sustainably.

Moreover, PLANB is dedicated to enhancing corporate value, fostering business growth, and innovating towards organizational sustainability for long-term stakeholder benefit throughout the value chain. The company emphasizes responsible business practices, governance, and good corporate management, contributing to growth and environmental care.

The company is committed to growing its business within the sustainable development framework, aligning with the United Nations' Sustainable Development Goals (SDGs). PLANB strongly believes that sustainable business practices are about long-term endurance and establishing a robust foundation prepared for mutual growth with society and harmonious existence with the environment. Suppose the company operates well on a solid foundation, considering the mutual benefits of stakeholders. In that case, it can continue to provide excellent products and services, ultimately creating social value and sustainability. The company also ensures that every sector understands and recognizes the importance of sustainable development, fostering cooperation to drive operations based on international and sustainable management standards. To manage sustainability comprehensively, PLANB has established a business sustainability committee responsible for reviewing policies and plans related to sustainability. This includes establishing businesses to continuously improve performance, public data disclosure, and promoting organization-wide sustainability awareness. The committee comprises representatives from various internal departments such as Value Management, People, Purchasing, Digital Media, Static Media, Legal, Marketing, Investor Relations, and Corporate Secretary. Furthermore, sustainability performance is reported to the company's Governance and Sustainability Board every six months.

Between 2021 and 2023, PLANB was selected as a member of the Thailand Sustainability Investment (THSI) group for three consecutive years, an assessment and award program by the Stock Exchange of Thailand that considers the sustainable operations of listed companies regarding Environmental, Social, and Governance (ESG) principles. The company's scores have increased yearly, receiving 80 points in 2021, 83 points in 2022 and 87 points in 2023, demonstrating the company's strong commitment to sustainability beyond mere business interests.



MONITORING, EVALUATION, AND REPORTING OF PERFORMANCE:

1. Sustainability Development Committee Monitoring and Evaluation: The Sustainability Development Committee regularly monitors and assesses performance, at least quarterly, providing advice and suggestions for continuous improvement.
2. Performance Reporting by the Sustainability Development Committee: The committee mandates detailed, high-quality performance reporting that includes reasons for changes or comparative results against set goals. It also covers challenges or obstacles encountered in operations and strategies for resolving or improving outcomes, which align with the Global Reporting Initiative (GRI) reporting standards.

REVIEW OF SUSTAINABILITY POLICIES:

The company regularly reviews its sustainability policies to ensure they align with organizational practices, standards, and the United Nations Sustainable Development Goals (SDGs). This provides current policies and effectively guides the organization towards sustainable development.

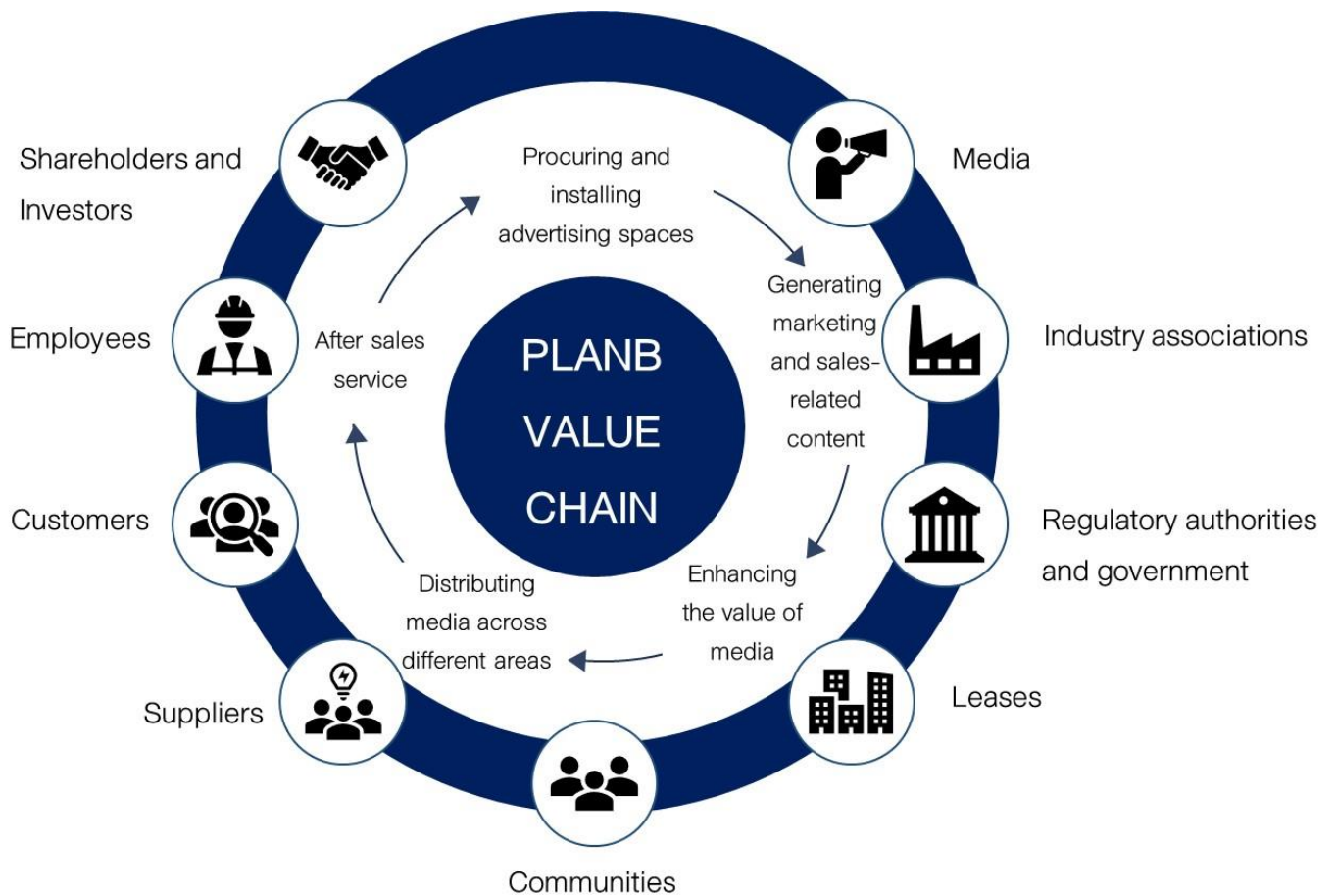


PLANB VALUE CHAIN

(GRI 2-6)

The Company engages in diversified business in the business value chain from upstream to downstream. It places importance on the start of every process, from searching for locations to installing advertising billboards, organizing 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, and 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 while reducing waste from media installation to minimize the environmental footprint to the surrounding areas. In addition, the Company has set targets on its market image management to be recognizable for customers underpricing and 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 measurements for users and after-sales services to maintain and enhance customer satisfaction.



In addition, the company adheres to managing its supply chain with transparency, fairness, and respect for business ethics, human rights, environmental concerns, and the safety of all stakeholders at every level. It also considers its operations' economic, social, and environmental (ESG) impacts. The company has clearly defined its policy on dealing with partners in its Corporate Governance and Business Ethics Manual, providing guidelines for all personnel. It has developed a Supplier Code of Conduct covering all ESG aspects. This code serves as a guide for suppliers when conducting business with the company.

PLANB places high importance on selecting suppliers from upstream to downstream, choosing companies prioritising resource conservation and reducing environmental degradation. This is supported by promoting a Green Procurement policy applied within the organization and throughout the supply chain to create mechanisms to reduce resource usage and decrease waste and pollution emissions. Additionally, the company has formally announced a human rights policy, establishing a framework for all business partners to adhere to human rights principles, incorporating these principles into procurement processes, and regularly auditing business partners to assess potential human rights impacts and establish measures to mitigate damage in case of human rights violations within the procurement system.





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

- **Screening and Selection:** All suppliers must sign and acknowledge the Code of Conduct for Suppliers in the procurement, purchasing, and hiring processes, as well as 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 while will be evaluated for 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.

In addition to the value chain mentioned above, the Company also focuses on the following:

1. **Investment:** The beginning of business sustainability starts with the potential land and location acquisition process for the out-of-home screens, including capital for project development, to enhance our business to innovate in out-of-home.
2. **Project Development:** Collaborate with alliances and business partners to create out-of-home media to meet consumer needs.
3. **Construction:** Increase eco-efficiency in operations with environmentally friendly processes, such as using LED bulbs to reduce greenhouse gas emissions.

4. **Asset Management:** Enhance service and customer relationship management to deliver stakeholders the best experience and sustainability value.

	STAKEHOLDERS	VALUE CREATION
 Investment	<ul style="list-style-type: none"> • Employee • Regulator & Government • Shareholder & Investor • Community • Press & Media 	<ul style="list-style-type: none"> • Good corporate governance • Long-term trust and confidence in PLANB • Employee capability development
 Project Development	<ul style="list-style-type: none"> • Employee • Vendor & Supplier • Community 	<ul style="list-style-type: none"> • The positive relationship between PLANB and supplier • Supplier capability development
 Construction	<ul style="list-style-type: none"> • Employee • Vendor & Supplier • Customer • Community • Tenant • Regulator & Government 	<ul style="list-style-type: none"> • Quality products and service as expected • Environmental benefit from green building initiative • Better quality of life for people in the community
 Asset Management	<ul style="list-style-type: none"> • Employee • Vendor & Supplier • Customer • Community • Tenant • Shareholder & Investor • Regulator & Government • Press & Media 	<ul style="list-style-type: none"> • The positive relationship with all stakeholders • Good corporate governance • Tangible value-creation projects • Better quality of life

The Company is confident that sustainable supply chain management is an integral part of building good business alliances in the future. Therefore, the company focuses on cooperation in sustainable business development with integrated integration by organizing training sessions to educate new partners on safety knowledge related to project work and the installation of advertising media or partners that may regularly pose security risks.

MATERIALITY ASSESSMENT

1 STAKEHOLDER IDENTIFICATION

Usually, each company has different stakeholder groups, which may be identified as individuals, groups of people, or companies. This identification is based on the impacts these groups may receive or their influence on the company's activities, products, or services. Different stakeholder groups that benefit from or are impacted by the company will have varying levels of involvement and different opinions or concerns about the company's activities.

Stakeholder Identification: This process should be conducted by the internal department responsible for such operations according to the set objectives and scope. It involves identifying stakeholders who will participate in the engagement process.

Starting the Identification Process: This might begin by asking and brainstorming from fundamental issues such as: Who are the recipients of the company's products and services? Who is affected by the production of the company's products and services? Who influences the output of the company's products and services? Who is interested in the company's products and services? And who delivers the company's products and services? Following this, specific questions related to the objectives of the process are posed to organize and link stakeholders systematically. The company might consider the extent of stakeholder involvement based on each group's characteristic involvement with the company.

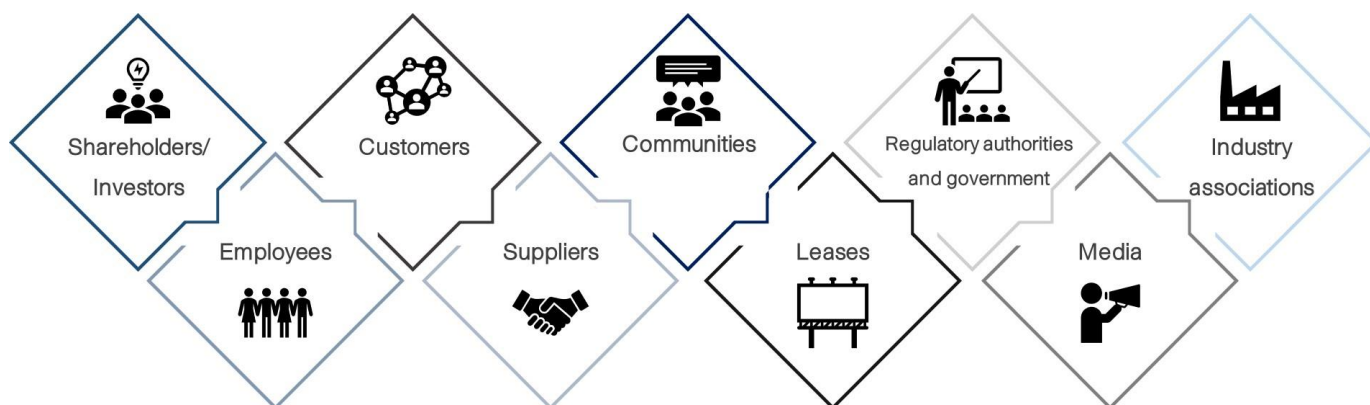
PRINCIPLES FOR IDENTIFYING STAKEHOLDERS OF THE COMPANY

PARTICIPATION CHARACTERISTICS	MEANING
Dependency	Stakeholders who are directly or indirectly dependent on the company's activities, products, or services, or stakeholders on whom the company relies for business operations.
Responsibility	Stakeholders are the people to whom the company is accountable for various present and future actions, such as legal, trade, business operations, and ethics.
Tension	Stakeholders who need close assistance from the company in economic, social, or environmental aspects.
Influence	Stakeholders who influence the company, other stakeholder groups' opinions, or various decision-making processes.
Diverse perspective	Stakeholders whose diverse opinions lead to new ideas and can identify novel approaches not previously practiced.

Source: Stakeholder Engagement Standard (SES)

Once the company has identified stakeholders based on their type of involvement, it may need to consider groups representing vulnerable populations or those with concerns who lack the influence to make their voices heard in society. At the same time, the company must be cautious about involving stakeholder groups that may not have a genuine stake in the company but could impact its reputation. Furthermore, additional stakeholders may be identified after the engagement process has begun, often based on recommendations from existing stakeholders or company insiders involved in the process.

The company divides stakeholders into nine groups as follows:

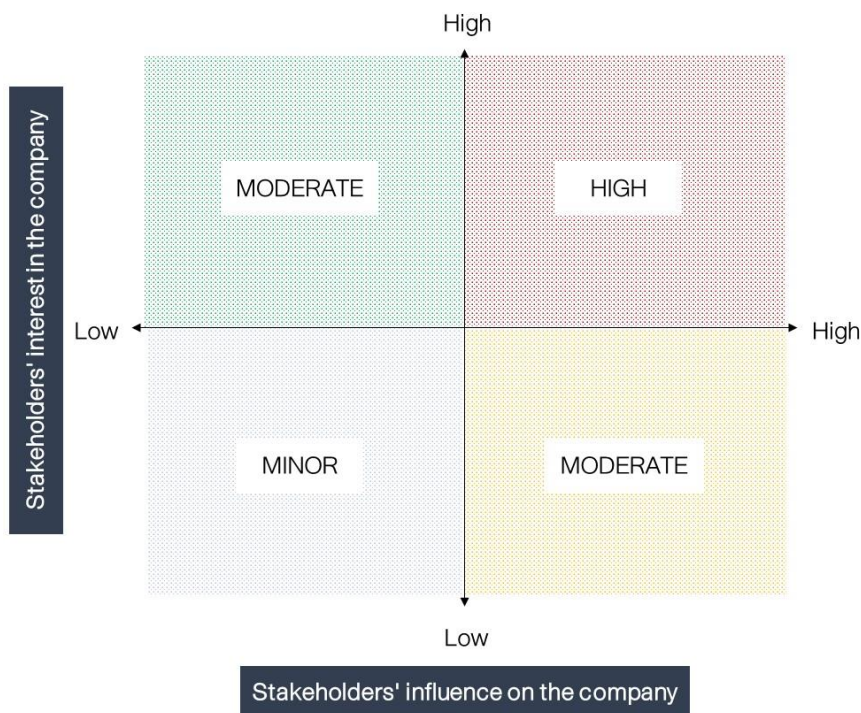


2 STAKEHOLDER PRIORITIZATION

Stakeholder prioritization is a crucial step in analyzing and ranking the importance of stakeholder groups with which the company must engage. It also involves determining appropriate measures to facilitate stakeholder engagement processes at the right time. This is done by considering the following factors:

1. **Influence** refers to the level at which stakeholders can affect the company's operations, having the power to change or influence decisions in certain aspects of the company.
2. **Interest:** This refers to the degree of stakeholders' interest in the company's operations.

To rank the influence and interest of each stakeholder group towards the company, score them on a four-level scale based on their levels of influence and interest. The details are as follows:



In a stakeholder matrix, stakeholder groups can be categorized into four groups:

1. **High Level (Red Zone):** These stakeholders have high influence and interest. The company should prioritize this group first because they significantly impact and are affected by its operations.
2. **Moderate Level (Green Zone):** These stakeholders have high influence but low interest. The company's operations do not significantly impact them but can greatly influence them. Therefore, the company should work to raise awareness and develop positive perceptions among these stakeholders.
3. **Moderate Level (Yellow Zone):** These stakeholders have low influence but high interest. The company's operations significantly impact them but have little influence over them. The company should support the consolidation of this group and gather their feedback to facilitate its operations.
4. **Minor Level (Blue Zone):** These stakeholders have low influence and interest. The company's operations do not significantly impact them and have little influence over them. Therefore, the company should not focus much on managing this group but may view them as having potential for future development in both influence and interest toward the company.

FORM OF STAKEHOLDER ENGAGEMENT



LEVELS OF STAKEHOLDER IMPORTANCE	OBJECTIVES OF ENGAGEMENT	FORMS OF ENGAGEMENT
Red zone	Engaging and Building Relationships with Stakeholders	Tow-way communication, such as <ul style="list-style-type: none"> - Establishing a committee with representatives from the company and stakeholders - Hosting discussions to exchange ideas
Green zone Yellow zone	Responding to the needs and concerns of stakeholders	Limited two-way communication, such as <ul style="list-style-type: none"> - Interviewing - Organizing seminars - Conducting surveys
Blue zone	Maintaining stakeholder perceptions	Informing stakeholders through various communication channels, such as <ul style="list-style-type: none"> - Print media - Advertising - Public relations - Company website

STAKEHOLDER ENGAGEMENT


(GRI 2-29, 2-30)


The Company considers its role and gives importance to all internal and external stakeholders. Therefore, it will ensure proper, equal and fair treatment and support comprehensive participatory operations to lead to a good relationship, build confidence and create shared value among stakeholders, which is critical to the organisation's sustainable development and long-term success.

STAKEHOLDERS	ISSUES OF INTEREST	ACTION AND RESPONSE	COMMUNICATION AND ENGAGEMENT CHANNEL	VALUE CREATION
 <p>Shareholders / Investors</p>	<ul style="list-style-type: none"> • Business ethics and transparency • Business operating performance and competitiveness • Directions of business growth and future directions • Information disclosure 	<ul style="list-style-type: none"> • Strictly comply with the Code of Conduct and policies imposed by the Company • Conduct business in compliance with applicable laws and rules. • Strictly fulfil creditor conditions • Disclose information with transparency and timeliness • Open for suggestions and voices of shareholders and investors • Assign responsible units to coordinate with shareholders and investors 	<ul style="list-style-type: none"> • Annual General Meeting of shareholders • Company visits • Shareholder satisfaction survey • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Driving the organization towards sustainability • Operate business with transparency and accountability, including excellent and efficient corporate governance • Operate a business with a growing and sustainable performance. • Disclose performance information regularly • Consider the rights of shareholders and treat them equally

STAKEHOLDERS	ISSUES OF INTEREST	ACTION AND RESPONSE	COMMUNICATION AND ENGAGEMENT CHANNEL	VALUE CREATION
 <p>Employees</p>	<ul style="list-style-type: none"> • Career advancement • Training for skill development • Compensation, welfare, and other benefits • Occupation health and safety • Transparency, respect for human rights principles and equitable treatment 	<ul style="list-style-type: none"> • Organize required training for continuous development • Provide proper employee programs to retain talent and capable employees • Ensure fair compensation and benefits for employees • Comply with Thai labour laws • Treat employees with respect according to human rights principles • Provide channels for employees to file complaints, whistleblowing • Define the organization's core values 	<ul style="list-style-type: none"> • Conversations, team meetings • Meeting of all employees by top executives of the functions and/or the Company • Intranet • Employee engagement survey • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Employees received the proper training to progress in their careers • Continuous capability development • Career stability and advancement • Assessment of occupation health and safety and work environment • Whistleblowing mechanism
 <p>Customers</p>	<ul style="list-style-type: none"> • Fair treatment • Environmental protection • Locations of advertising billboards 	<ul style="list-style-type: none"> • Conduct business in strict compliance with applicable law • Introduce products and 	<ul style="list-style-type: none"> • Complaint Center • Customer satisfaction survey • Building relationships with customers, 	<ul style="list-style-type: none"> • The credibility of media or products • Offer quality products that meet customer expectations at fair and reasonable prices

STAKEHOLDERS	ISSUES OF INTEREST	ACTION AND RESPONSE	COMMUNICATION AND ENGAGEMENT CHANNEL	VALUE CREATION
	<ul style="list-style-type: none"> Product development innovation Personal data security and privacy Resource conservation 	<p>services that address customer needs at reasonable prices</p> <ul style="list-style-type: none"> Assign responsible units to accept opinions, suggestions, or customer complaints Procure raw materials from sustainable sources Initiate environmental conservation methods Strictly observe the Code of Conduct and policies imposed by the Company 	<p>such as organizing activities to strengthen relationships together, etc</p> <ul style="list-style-type: none"> Receiving complaints, suggestions, and opinions through complaints channels Whistleblowing channels 	<ul style="list-style-type: none"> Provide accurate and sufficient information for customers to make decisions Continuously develop the quality and form of products and services
 <p>Suppliers</p>	<ul style="list-style-type: none"> Business ethics, transparency, and equality Future business direction and business growth Capability enhancement of suppliers 	<ul style="list-style-type: none"> Establish the Code of Conduct for Suppliers to set standards Develop projects that supplier's partner with the Company Assign units to be responsible for 	<ul style="list-style-type: none"> Developing media user metrics with partners Continuously improving the quality of media with partners Supplier Selection and Evaluation Process 	<ul style="list-style-type: none"> Knowledge of technology and innovation Procurement is transparency and can be checked Comply with the terms of the contract Positive relationships between suppliers and the Company

STAKEHOLDERS	ISSUES OF INTEREST	ACTION AND RESPONSE	COMMUNICATION AND ENGAGEMENT CHANNEL	VALUE CREATION
		communication with suppliers in various matters, including directly related issues <ul style="list-style-type: none"> • Treat all suppliers equally and fairly according to the Code of Conduct 	<ul style="list-style-type: none"> • Meetings with suppliers • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Trust and long-term relationship with the Company • Quality products and services for other stakeholders
 <p>Communities</p>	<ul style="list-style-type: none"> • Impacts on communities and society from business operations • Promotion of the quality of life of communities such as income, employment, education, and health • Conduct business in compliance with laws and rules • Protect human rights 	<ul style="list-style-type: none"> • Conduct business with attention and care to prevent impacts on communities and the environment • Strictly comply with applicable law • Communicate information related to communities in an accurate and timely manner • Initiate environmental conservation projects • Initiate social projects 	<ul style="list-style-type: none"> • Field visits • Activities that promote social responsibility • Environmental activities • Community satisfaction survey • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Minimize impacts from business conduct on communities and the environment • A positive relationship between communities and the Company • Tangible value-creation projects • Better quality of life
	<ul style="list-style-type: none"> • Fair treatment • Environmental protection 	<ul style="list-style-type: none"> • Conduct business in compliance 	<ul style="list-style-type: none"> • Relationship building with lessees 	<ul style="list-style-type: none"> • Trust and confidence in the

STAKEHOLDERS	ISSUES OF INTEREST	ACTION AND RESPONSE	COMMUNICATION AND ENGAGEMENT CHANNEL	VALUE CREATION
 <p>Leases</p>	<ul style="list-style-type: none"> • Locations of advertising billboards 	<p>with applicable law</p>	<ul style="list-style-type: none"> • Annual satisfaction survey • Annual report • The Company's website • Whistleblowing channels 	<p>Company in the long run</p> <ul style="list-style-type: none"> • Positive relationships between lessees and the Company
 <p>Regulatory authorities and government</p>	<ul style="list-style-type: none"> • Business ethics • Compliance with applicable laws and rules • Transparency and information disclosure • Collaboration with the government sector to enforce policies and to be a role model for other businesses • Social and environmental protection 	<ul style="list-style-type: none"> • Conduct business with attention, care, and respect for applicable law • Disclose information with transparency • Collaborate and support business activities that generate benefits for the real estate business and the Company • Initiate long-term projects to mitigate impacts and improve quality related to society and the environment 	<ul style="list-style-type: none"> • Meetings and visits on different occasions • Participation in government networks 	<ul style="list-style-type: none"> • Compliance with relevant laws and regulations • Transparency in bidding/concessions • Being an example of conducting business with responsibility • The credibility of the media • Transparent and verifiable, including excellent and efficient corporate governance
 <p>Industry Associations</p>	<ul style="list-style-type: none"> • Business ethics • Compliance with applicable laws and rules 	<ul style="list-style-type: none"> • Conduct business with attention, care, and respect for applicable law 	<ul style="list-style-type: none"> • Participation in industry associations with shared objectives • Annual report 	<ul style="list-style-type: none"> • Good corporate governance • Positive relationships between industry

STAKEHOLDERS	ISSUES OF INTEREST	ACTION AND RESPONSE	COMMUNICATION AND ENGAGEMENT CHANNEL	VALUE CREATION
	<ul style="list-style-type: none"> • Transparency and information disclosure • Collaboration with industry associations to be a role model for other businesses • Social and environmental protection 	<ul style="list-style-type: none"> • Disclose information with transparency • Collaborate and support business activities that generate benefits for the business and the Company • Initiate long-term projects to mitigate impacts and improve quality related to society and the environment 	<ul style="list-style-type: none"> • The Company's website • Whistleblowing channels 	<p>associations and the Company</p>
 <p>Media</p>	<ul style="list-style-type: none"> • Transparency and information disclosure • Business directions • Data security and personal data protection 	<ul style="list-style-type: none"> • Assign responsible units to build a relationship with mass media • Communicate and disclose information promptly • Provide opportunities for mass media to share opinions • Follow global trends to set future business directions and plans 	<ul style="list-style-type: none"> • Communication formats and channels • Support and engagement in mass media activities • Press releases and interviews through the media • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • A positive relationship between mass media and the Company • Useful and up-to-date information based on facts


ASSESSING THE IMPORTANCE OF STAKEHOLDERS

(GRI 2-13, 3-1)

PLANB believes that each stakeholder group is crucial for sustainable development and the organisation's long-term success. Therefore, the company ensures that internal and external stakeholders are treated appropriately, equitably, and fairly. Additionally, PLANB has developed a stakeholder engagement policy as a guideline for identifying stakeholders, pinpointing key expectation issues, developing stakeholder engagement, communicating, and reporting results throughout the business value chain. The company determines and identifies stakeholders based on the impact they might receive from the company's operations and the level of dependency the company has on these stakeholders. PLANB has identified nine internal and external stakeholder groups and has also provided communication channels and methods to create engagement to meet stakeholder expectations as follows:


STAKEHOLDERS	KEY STAKEHOLDER INTERESTS	COMMUNICATION AND ENGAGEMENT CHANNEL	ENGAGEMENT FREQUENCY	COMPANY RESPONSES
 Shareholders and Investors	<ul style="list-style-type: none"> Conduct business with transparency and accountability, including effective corporate governance. Operate a business that achieves sustainable, stable, and growing financial performance 	<ul style="list-style-type: none"> Annual General Meeting of shareholders Company visits Shareholder satisfaction survey Annual report The Company's website Whistleblowing channels 	<ul style="list-style-type: none"> Continuously 	<ul style="list-style-type: none"> Provide employee training to ensure adherence to standards in good corporate governance and anti-corruption practices. Conduct business transparently, in compliance with applicable laws, and following good corporate governance guidelines Assess the organization's anti-corruption risks and renew participation in the Thai Private Sector Collective Action Against Corruption (CAC)

STAKEHOLDERS	KEY STAKEHOLDER INTERESTS	COMMUNICATION AND ENGAGEMENT CHANNEL	ENGAGEMENT FREQUENCY	COMPANY RESPONSES
 <p>Employees</p>	<ul style="list-style-type: none"> • Career advancement opportunities • Training programs to develop skills • Compensation, benefits, and other incentives • Occupational health and safety • Transparency, respect for human rights, and equitable treatment 	<ul style="list-style-type: none"> • Conversations, team meetings • Meeting of all employees by top executives of the functions and/or the Company • Intranet • Employee engagement survey • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Continuously 	<ul style="list-style-type: none"> • Achieve an employee engagement level of over 80% within the organization • Establish a committee for occupational health, safety, and environmental conditions at the workplace to oversee employee welfare • Implement a human rights policy, conduct human rights risk assessments, and provide human rights training • Organize training programs to develop the potential of employees • Develop measures and initiatives to enhance the health and well-being of employees
 <p>Customers</p>	<ul style="list-style-type: none"> • Conducting annual satisfaction surveys. • Receiving complaints, 	<ul style="list-style-type: none"> • Complaint Center • Customer satisfaction survey 	<ul style="list-style-type: none"> • Continuously 	<ul style="list-style-type: none"> • Customer satisfaction level exceeding 85% • No significant complaints

STAKEHOLDERS	KEY STAKEHOLDER INTERESTS	COMMUNICATION AND ENGAGEMENT CHANNEL	ENGAGEMENT FREQUENCY	COMPANY RESPONSES
	<p>suggestions, and comments through established complaint channels</p> <ul style="list-style-type: none"> • Building relationships with customers, such as organizing joint relationship-building activities • Reporting news through various online media channels 	<ul style="list-style-type: none"> • Building relationships with customers, such as organizing activities to strengthen relationships together, etc • Receiving complaints, suggestions, and opinions through complaints channels • Whistleblowing channels 		<p>received from customers</p>
 <p>Suppliers</p>	<ul style="list-style-type: none"> • Procure and contract transparently, fairly, and with accountability • Adhere to the terms of agreements in contracts 	<ul style="list-style-type: none"> • Developing media user metrics with partners • Continuously improving the quality of media with partners • Supplier Selection and Evaluation Process • Meetings with suppliers • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Continuously 	<ul style="list-style-type: none"> • Expand the scope of supplier assessments • Suppliers receive safety training before beginning work

STAKEHOLDERS	KEY STAKEHOLDER INTERESTS	COMMUNICATION AND ENGAGEMENT CHANNEL	ENGAGEMENT FREQUENCY	COMPANY RESPONSES
 <p>Communities</p>	<ul style="list-style-type: none"> • Ethics and transparency in business operations • Business impact on the community • Human rights • Quality of life 	<ul style="list-style-type: none"> • Field visits • Activities that promote social responsibility • Environmental activities • Community satisfaction survey • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Continuously 	<ul style="list-style-type: none"> • The company conducts its business by the laws, regulations, and ethical code of PLANB to ensure transparency and create value for all stakeholders • Discloses business performance results and sustainability plans transparently on an annual basis, with investor relations personnel available to provide necessary information
 <p>Leases</p>	<ul style="list-style-type: none"> • Ethics and transparency in business operations • Fair practices • Safety and health • Data security and privacy • Environmental conservation • Prime location 	<ul style="list-style-type: none"> • Relationship building with lessees • Annual satisfaction survey • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Continuously 	<ul style="list-style-type: none"> • The company operates in compliance with laws, regulations, and PLANB's business ethics to ensure transparency in its dealings with tenants • The company adheres to safety policies regarding advertising billboards to ensure the safety of tenants and service users

STAKEHOLDERS	KEY STAKEHOLDER INTERESTS	COMMUNICATION AND ENGAGEMENT CHANNEL	ENGAGEMENT FREQUENCY	COMPANY RESPONSES
 <p>Regulatory Authorities and Government</p>	<ul style="list-style-type: none"> • Ethics and transparency in business operations • Collaboration with governmental agencies • Sustainability plans and operations 	<ul style="list-style-type: none"> • Meetings and visits on different occasions • Participation in government networks • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Continuously 	<ul style="list-style-type: none"> • In addition to strictly adhering to laws and regulations, the company consistently cooperates with governmental agencies to promote sustainable development in Thailand. Furthermore, the company collaborates in other areas that contribute to fostering sustainable development and creating long-term value
 <p>Industry Associations</p>	<ul style="list-style-type: none"> • Ethics and transparency in business operations • Collaboration with associations • Sustainability plans and operations 	<ul style="list-style-type: none"> • Participation in industry associations with shared objectives • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Continuously 	<ul style="list-style-type: none"> • The company participates in associations for signs and advertising to ensure compliance with best practices and strict operational standards. Additionally, it

STAKEHOLDERS	KEY STAKEHOLDER INTERESTS	COMMUNICATION AND ENGAGEMENT CHANNEL	ENGAGEMENT FREQUENCY	COMPANY RESPONSES
				<p>conducts public relations and sustainability reporting to detail collaborative activities, including the outcomes and positive impacts of these activities</p>
 <p>Media</p>	<ul style="list-style-type: none"> • Business growth direction • Business competitiveness • Sustainability plans and operations 	<ul style="list-style-type: none"> • Annual General Meeting of shareholders • Company visits • Shareholder satisfaction survey • Annual report • The Company's website • Whistleblowing channels 	<ul style="list-style-type: none"> • Continuously 	<ul style="list-style-type: none"> • The company has a communications team that manages relationships with the media and press by consistently communicating and providing new information such as business activities, business performance, and progress in building a solid reputation with the media and press



MATERIALITY ASSESSMENT

(GRI 2-13, 3-1)

PLANB assesses materiality sustainability issues annually, considering internal and external factors that cover risk and impact aspects, including stakeholders' expectations. Internal factors include the impact of economic, social, and environmental risks and opportunities in operations, the value chain and the preservation of the company's core values. External factors include global trends, opinions of external stakeholders, and sustainability issues in the same industry. The assessment uses the double materiality principle, which considers the impact of environmental, social, and governance (ESG) factors on the company and the impact of company activities on ESG stakeholders. The assessment criteria are based on the company's risk management standards to ensure alignment with future company risk assessments. The company ranks key sustainability issues based on their overall impact on the company. The Board of Directors and the Sustainability and Governance Committee oversee the assessment and ensure its alignment with the Global Reporting Initiative (GRI) Standards 2021 for reporting material topics.

1. UNDERSTANDING THE ORGANIZATIONAL CONTEXT

PLANB's understanding of the organization's context involves reviewing the company's business operations, sustainability context, and relationships with stakeholders throughout the value chain. Additionally, the company analyzes global trends and standards in the industry to identify relevant sustainability issues that affect the business and its stakeholders. The factors used to identify key sustainability issues include:

- I. Global Reporting Initiative (GRI) Standards
- II. S&P Global ESG Indices
- III. MSCI Index
- IV. SET THSI Index
- V. Global trends in the industry

2. IDENTIFYING THE IMPACTS AND POTENTIAL CONSEQUENCES OF MATERIALITY ISSUES

PLANB involves consultations with internal units and stakeholders to identify the actual and potential impacts on the company, the economy, the environment, and human rights. This encompasses both positive and negative effects.

3. ASSESSING THE MATERIALITY IMPACTS

PLANB evaluates the importance of identified impacts by considering their level and scope, the likelihood of occurrence, and effects that cannot be mitigated.

4. PRIORITIZING THE MATERIALITY IMPACT FOR REPORTING

PLANB prioritizes the importance of sustainability issues based on two criteria:

- 1) Importance to stakeholders
- 2) Importance to business impacts in economic, social, and environmental contexts

These issues are ranked as high, medium, and low priority. The assessment results of sustainability issues are presented to the Corporate Governance and Sustainability Committee and validated by the Management Board to review and verify the accuracy of the prioritization of sustainability issues. This ensures alignment with the company's strategy and sustainability context.

The sustainability issues related to the company's business operations cover various aspects. However, this sustainability report explicitly addresses the sustainability issues that significantly impact the company in terms of the economy, society, and the environment. The purpose is to provide stakeholders with relevant information to inform their decision-making regarding the company.

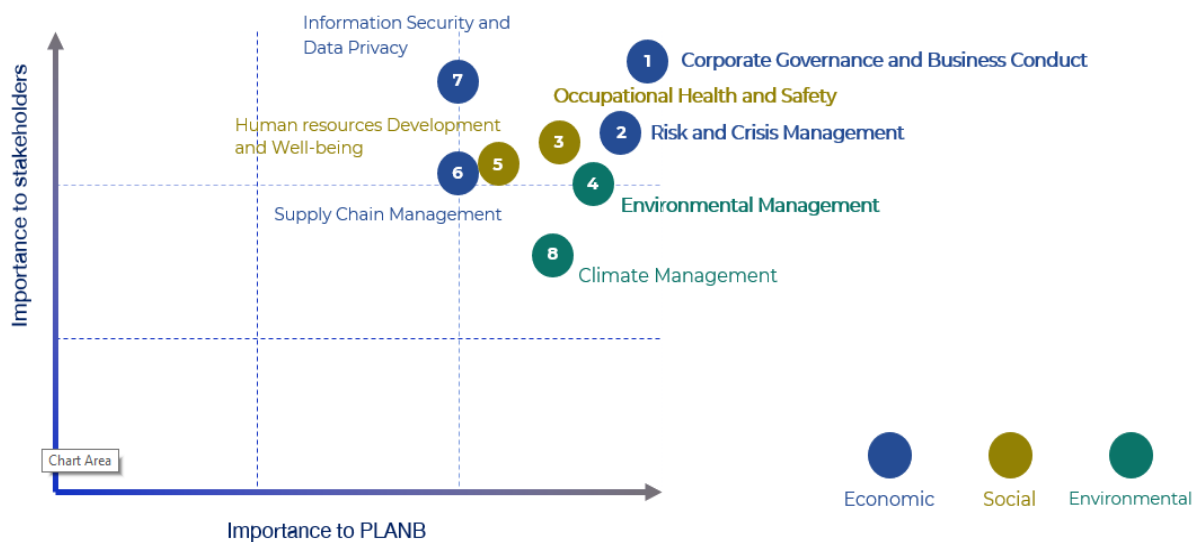


MATERIALITY MATRIX

(GRI 2-13)

Based on the assessment of key insights explained in the preceding section, the significance of the sustainability issues that the company considers becomes apparent. These are evaluated based on their importance to stakeholders and relevance to the company. Each issue is then prioritized to drive the organization's sustainability. The company adheres firmly to principles of good governance, ethics, risk management, occupational health and safety, and efficient environmental management, which are at the core of its long-term sustainability efforts. Simultaneously, other key issues are also considered to enhance the company's capabilities and deliver value to all stakeholders across the value chain.












MATERIALITY MATRIX FOR PLANB IN 2022-2024












During 2022-2024, the company's Corporate Governance and Sustainability Committee approved the significant sustainability assessments of PLANB.

SIGNIFICANT MATERIALITY ISSUE LEVEL

POSITIVE SIGNIFICANT MATERIALITY ISSUE LEVEL

MATERIALITY TOPICS	POSITIVE IMPACT LEVEL
MAJOR POSITIVE IMPLACT	
Corporate Governance and Business Conduct	
Responsibility of Content	
Community Development	
Health and Safety	
Human Rights	
Anti-Corruption	
MODERATE POSITIVE IMPACT	
Climate Strategy	
Supply Chain Management	
MINOR POSITIVE IMPACT	
Waste Management	
Innovation	
Customer Relationship Management	

NEGATIVE SIGNIFICANT MATERIALITY ISSUE LEVEL


MATERIALITY TOPICS	NEGATIVE IMPACT LEVEL
MAJOR POSITIVE IMPLACT	
Health and Safety	
Corporate Governance and Business Conduct	
Information Security and Data Privacy	
Code of Conduct	
MODERATE POSITIVE IMPACT	
Community Development	
Responsibility of Content	
Waste Management	
Climate Strategy	
MINOR POSITIVE IMPACT	
Human Rights	


SUSTAINABILITY MATERIALITY ISSUES







(GRI 3-2, 3-3)

PLANB is committed to conducting business to create corporate value, strengthen business growth, and promote innovations to build corporate sustainability for the long-term benefit of stakeholders throughout the value chain. In addition, PLANB emphasizes running a business with social responsibility and management according to good governance principles that will result in continuous economic growth and environmental care. In this regard, the Company's long-term sustainability goals for five years and the goals for 2023 are as follows:

SUSTAINABILITY MATERIAL ISSUES	5-YEAR LONG-TERM SUSTAINABILITY TARGET (2022-2026)	2024 TARGETS	SDGS	GRI FRAMEWORK
Governance and Economic Dimension				
Corporate Governance and Business Conduct	<ul style="list-style-type: none"> All the Company's employees, including those of the principal subsidiaries, attend business ethics training sessions No significant warnings or audits from regulators The result of the corporate governance assessment is marked as "Excellent" 	<ul style="list-style-type: none"> All the Company's employees, including those of the principal subsidiaries, attend business ethics training sessions No significant warnings or audits from regulators The result of the corporate governance assessment is marked as "Excellent" 	  	<ul style="list-style-type: none"> GRI 2-9 GRI 2-11 GRI 2-12 GRI 2-15 GRI 2-16 GRI 2-17 GRI 2-24 GRI 205-1 GRI 205-2 GRI 205-3 GRI 405-1 GRI 406-1 GRI 411-1
Risk and Crisis Management	<ul style="list-style-type: none"> The COSMO-ERM2017 framework carries out risk management 	<ul style="list-style-type: none"> Risk management training is provided for employees throughout the Company to create a corporate culture 		<ul style="list-style-type: none"> GRI 2-24 GRI 2-25 GRI 2-26 GRI 205-1
Supply Chain Management	<ul style="list-style-type: none"> 100% of the Company's suppliers sign an acknowledgement of the Supplier Code of Conduct addressing operational issues covering economic, social and environmental dimensions 	<ul style="list-style-type: none"> Expand the scope of partner assessment and evaluation 	  	<ul style="list-style-type: none"> GRI 204-1 GRI 205-1 GRI 308-1 GRI 308-2 GRI 407-1 GRI 408-1 GRI 409-1 GRI 414-1 GRI 414-2

SUSTAINABILITY MATERIAL ISSUES	5-YEAR LONG-TERM SUSTAINABILITY TARGET (2022-2026)	2024 TARGETS	SDGS	GRI FRAMEWORK
Information Security and Data Privacy	<ul style="list-style-type: none"> No complaints from government agencies, clients, or other relevant parties about the wrongful use of personal information are present No breach of information security or other cybersecurity incidents 	<ul style="list-style-type: none"> No complaints from government agencies, clients, or other relevant parties about the wrongful use of personal information are present No breach of information security or other cybersecurity incidents 		<ul style="list-style-type: none"> GRI 418-1
Social Dimension				
Occupational Health and Safety	<ul style="list-style-type: none"> 100% of the Company's operational employees and suppliers receive training in safety Zero accident Zero accident or injury rates leading to work stoppages 	<ul style="list-style-type: none"> Policies, procedures, and safety training are developed for the Company's employees Zero accident Zero accident or injury rates leading to work stoppages 	  	<ul style="list-style-type: none"> GRI 403-1 GRI 403-2 GRI 403-4 GRI 403-5 GRI 403-6 GRI 403-8
Human Resources Development and Well-being	<ul style="list-style-type: none"> Employee engagement rate with the organization is not less than 90% Zero accident 	<ul style="list-style-type: none"> Employee engagement rate with the organization is not less than 80% Zero accident 	  	<ul style="list-style-type: none"> GRI 2-7 GRI 2-19 GRI 401-1 GRI 405-1
Environmental Dimension				
Environmental Management	<ul style="list-style-type: none"> To formulate a policy to increase efficiency in energy consumption. The Company has set a goal to reduce electricity consumption per unit area by 20% by 2031 compared to the base year of 2021 To manage resources used to produce advertising media for 	<ul style="list-style-type: none"> The Company is committed to efficiently managing electricity consumption, including using electricity in common areas and air conditioning systems. The Company sets a goal to reduce energy consumption by 5% in 2024 compared to 2022 through various 	   	<ul style="list-style-type: none"> GRI 201-2 GRI 302-1 GRI 302-4 GRI 305-1 GRI 305-2 GRI 305-3 GRI 305-5

SUSTAINABILITY MATERIAL ISSUES	5-YEAR LONG-TERM SUSTAINABILITY TARGET (2022-2026)	2024 TARGETS	SDGS	GRI FRAMEWORK
	<p>maximum benefits by recycling the leftover vinyl or the vinyl billboard after the end of the customer's contract and stickers used as advertising media on air-conditioned buses. The Company will manage to re-design and improve those used resources to increase benefits by 10 percent per year</p>	<p>measures to reduce energy consumption and improve energy efficiency</p> <ul style="list-style-type: none"> The Company changed all billboard lighting systems from fluorescent tubes to LED tubes by 100% by 2023 to save energy and reduce carbon dioxide emissions by up to 44 kg/tube/year or up to 78% The Company reduced water use for washing buses by new cleaning methods such as changing the faucet head and washing method from top to bottom and regularly checking the washing equipment to ensure an efficient water discharge 		
Climate Management	<ul style="list-style-type: none"> The company is committed to controlling average temperatures and collaborating on greenhouse gas emissions in line with the Paris Agreement for long-term sustainability. The company has set a target to reduce greenhouse gas emissions by 5-10% by the year 2031 compared to the baseline year 2021 	<ul style="list-style-type: none"> The company has set a target to reduce greenhouse gas emissions by 5-10% by the year 2024 compared to the baseline year 2021 through the improvement of the company's advertising billboard screens, including the replacement of lights and bulbs with LED ones 		<ul style="list-style-type: none"> GRI 201-2 GRI 302-1 GRI 302-4 GRI 305-1 GRI 305-2 GRI 305-3 GRI 305-5

SUSTAINABILITY MATERIAL ISSUES	5-YEAR LONG-TERM SUSTAINABILITY TARGET (2022-2026)	2024 TARGETS	SDGS	GRI FRAMEWORK
Water Management	<ul style="list-style-type: none"> To manage and reduce water consumption by 10% in 2031 compared to the 2021 base year for environmental sustainability and reduce the risk of insufficient water supply required to meet the needs of various sectors in the long term 	<ul style="list-style-type: none"> Set a target to reduce water use from operations by 5-10% by 2024 compared to the base year of 2021 	 	<ul style="list-style-type: none"> GRI 303-1 GRI 303-2 GRI 303-3 GRI 303-4 GRI 303-5
Waste Management	<ul style="list-style-type: none"> Waste management through landfill burial is minimized, and comprehensive waste management is implemented throughout all business processes Unused or expired contracts with customers' vinyls are repurposed or reused to derive benefits 	<ul style="list-style-type: none"> Managing waste within the company through the "Zero Waste to Landfill" process aims to reintegrate waste into production processes as much as possible Reusing or repurposing leftover or expired contracts with customers' vinyls to derive benefits by bringing them back into use 	     	<ul style="list-style-type: none"> GRI 306-1 GRI 306-2 GRI 306-3 GRI 306-4 GRI 305-5

SUSTAINABILITY STRATEGIES

(GRI 2-13, 2-14)

PLANB is proud to present its sustainability performance for 2023, reflecting its continuous effort to operate sustainably. Recognized as a comprehensive advertising service provider and a national leader in sustainability, PLANB has been selected by the Stock Exchange of Thailand as a "Thailand Sustainability Investment (THSI)" for three consecutive years, from 2021 to 2023. This acknowledges PLANB's commitment to sustainable business practices under diverse governance policies covering economic, environmental, and social dimensions.

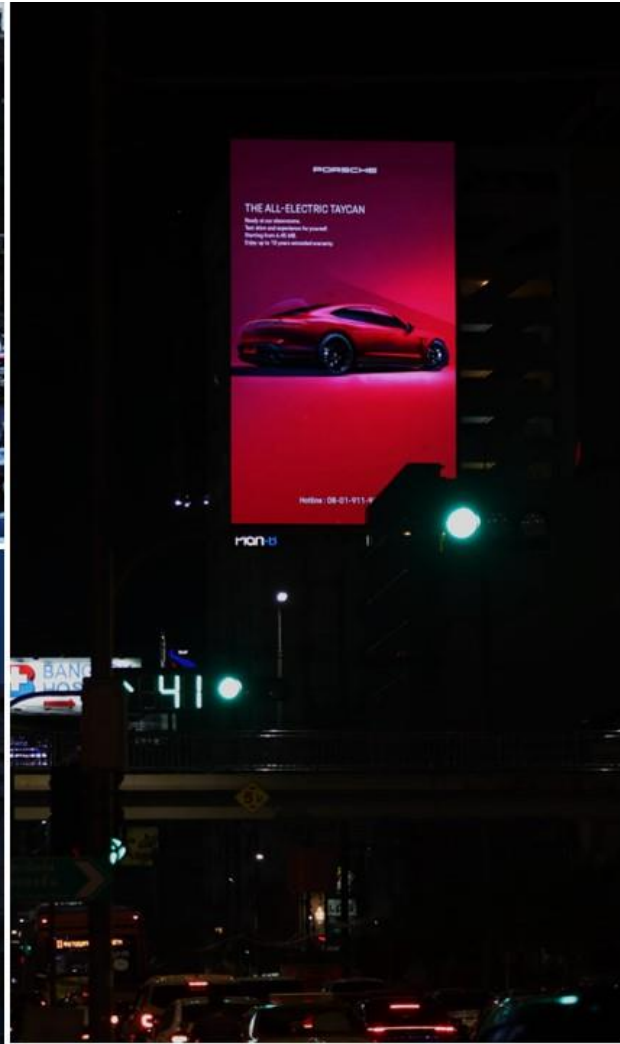
Furthermore, it is a great honour and pride that in 2023, PLANB was included in the ESG Emerging List and was part of the ESG100 Universe for the first time, as designated by the Thai Pat Institute. Out of 888 registered securities, this selection reflects PLANB's outstanding performance in environmental, social, and governance (ESG) aspects. PLANB is the only advertising company selected for the ESG100 group in 2023.

PLANB is committed to sustainable operations that align with national and international frameworks, emphasizing creating value in every aspect of its business from the outset. The company has developed a 5-year strategic plan incorporating sustainable development goals to enhance its operations across three main areas: social value creation to build community trust and improve local quality of life, leadership in advertising with innovative delivery, and sustainable environmental management aiming for inclusion in the Dow Jones Sustainability Indices.

The company has developed a 5-year strategic plan outlining three clear frameworks to promote PLANB's sustainable development. The plan incorporates these sustainability frameworks and objectives into the company's overall operational strategy, covering all three dimensions of sustainability:

1. Supporting and developing social value creation to build trust within the community and improve the quality of life for people around the operational areas
2. Operating under the mission to lead in advertising while delivering quality innovations to customers
3. Driving sustainable practices and environmental management to achieve international standards, to be included in the Dow Jones Sustainability Indices (DJSI)

In 2021, PLANB established a sustainability team reporting directly to the governance board. This team is responsible for developing policies, practices, and frameworks for sustainability, driving strategic goals, offering recommendations, and promoting efficient operations. They meet bi-annually to monitor progress, ensuring all members are informed and report sustainability achievements to the governance board. Additionally, to ensure integrated business operations, the sustainability team and experts coordinate with various business and operational units supported by sustainability leadership.



To elevate its governance practices and enhance its operations in social, community, and environmental responsibilities, the company's board meeting on December 14, 2023, resolved to appoint a sustainability committee. This committee has been integrated with the governance board and renamed the "Governance and Sustainability Committee." This new body is tasked with reviewing, setting, and refining the company's governance and ethical business policies alongside its social, community, and environmental responsibilities policies. This integration is designed to encompass and expand upon the principles and goals of the organization's sustainability framework, building on existing good governance practices.



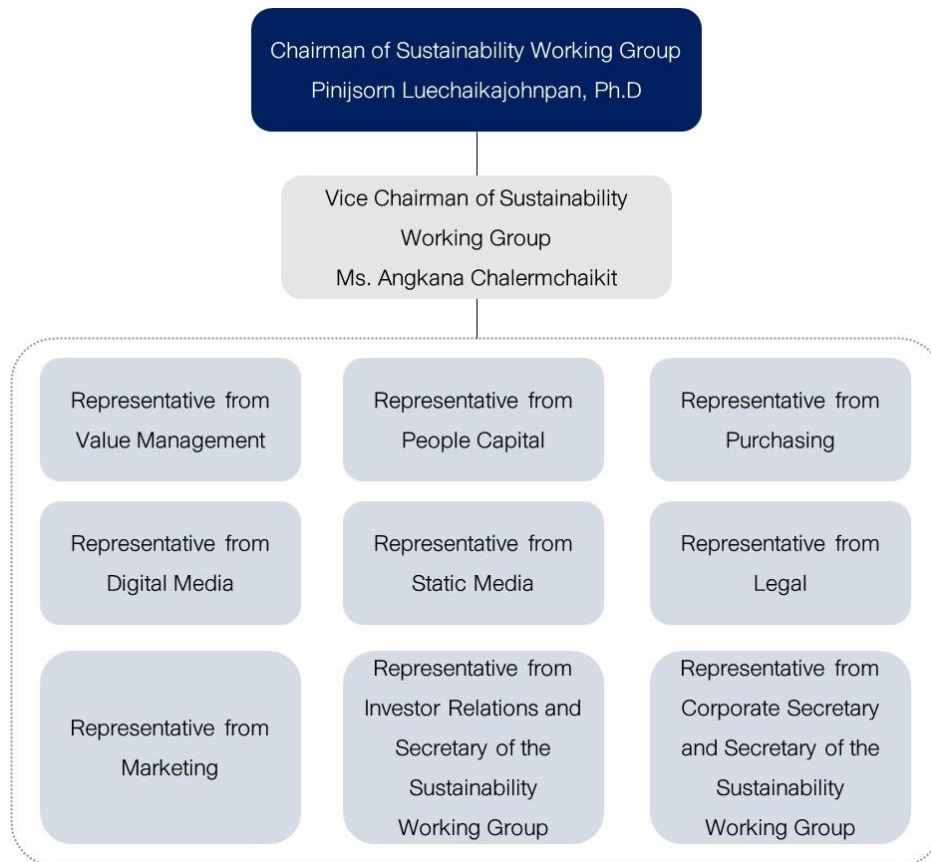
STRUCTURE OF SUSTAINABILITY WORKING GROUP

(GRI 2-9, 2-14)

The Sustainability Working Group was established to oversee the development and implementation of sustainability strategies. The working group consists of executive representatives from various departments who drive sustainability activities and projects through policy formulation, strategic direction, and framework to promote awareness, communicate, and integrate sustainability practices into the corporate culture.



THE SUSTAINABILITY WORKING GROUP IS AS FOLLOWS:



GOVERNANCE DIMENSION



CORPORATE GOVERNANCE & BUSINESS CONDUCT

(GRI 2-9, 2-11, 2-12, 2-15, 2-16, 2-17, 2-24, 205-1, 205-2, 205-3, 405-1, 406-1, 411-1)

PLANB is committed to operating within an ethical framework that emphasizes efficient, honest, and transparent management—fundamental to sustainable business practices and growth. The company conducts its business with integrity, responsibility, and fairness, fostering trust and confidence among all stakeholders. Additionally, PLANB is dedicated to supporting and enhancing the business capabilities of its clients to increase value for all stakeholders sustainably.

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> All the Company's employees, including the principal subsidiaries, attend business ethics training sessions 	<ul style="list-style-type: none"> 100% of the Company's employees, including those of principal subsidiaries, attend business ethics training sessions 	<ul style="list-style-type: none"> 100% of the Company's employees, including those of principal subsidiaries, attend business ethics training sessions
<ul style="list-style-type: none"> No significant warning or audits from regulators 	<ul style="list-style-type: none"> No significant warning or audits from regulators 	<ul style="list-style-type: none"> No significant warning or audits from regulators
<ul style="list-style-type: none"> The result of the corporate governance assessment is marked as "Excellent" 	<ul style="list-style-type: none"> The result of the corporate governance assessment is marked as "Excellent" 	<ul style="list-style-type: none"> The result of the corporate governance assessment is marked as "Excellent"

** The target is part of the executive compensation index*

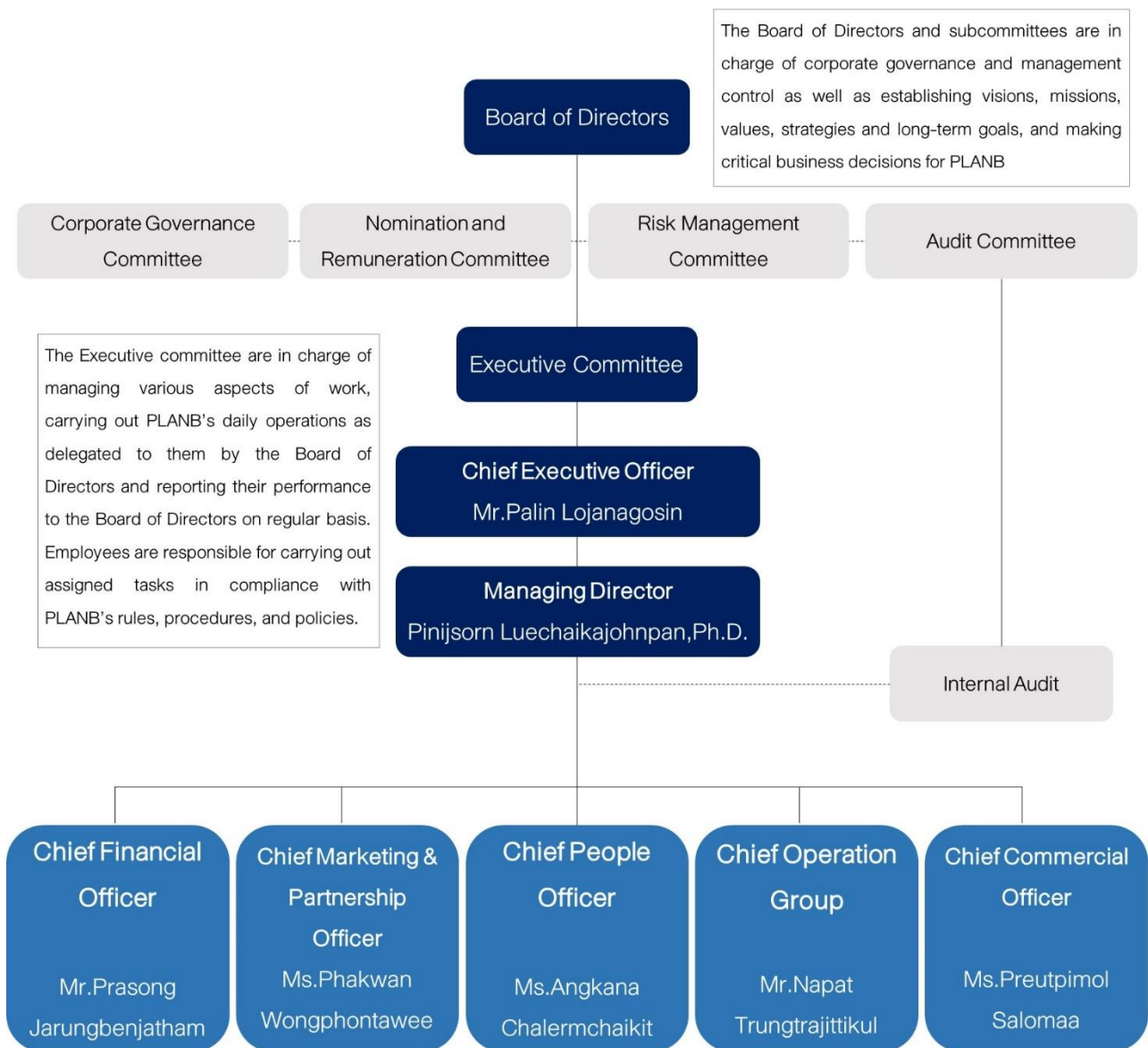
CORPORATE GOVERNANCE

Good governance, including honest and transparent operations, is fundamental for PLANB's sustainable operation and growth. The company adheres to principles of good governance and business ethics to ensure fairness and instill stakeholder confidence. PLANB has established a business structure, management system, and governance framework that aligns with the good governance principles of the Stock Exchange of Thailand, the Securities and Exchange Commission Office, the recommendations of the Thai Institute of Directors Association, and various international standards. The company's board has created and published a Governance and Business Ethics Manual to guide directors, executives, and employees at all levels. This manual is widely available and serves as a guideline for their responsibilities. The board regularly reviews this manual annually to ensure that PLANB's governance can continuously respond to the evolving business environment and current conditions.



CORPORATE GOVERNANCE STRUCTURE

The Company designed the corporate governance structure to ensure its operations align with good corporate governance principles, laws, the Articles of Association, and resolutions of shareholders' meetings. The objective is to ensure that relevant parties perform their duties with honesty and care to protect the interests of shareholders and stakeholders both in the short term and in the long term and to confirm that the Company's operations are carried out in a direction that maximizes the benefits of shareholders and stakeholders.



STRUCTURE OF THE BOARD OF DIRECTORS

The Board of Directors comprises knowledgeable directors with capabilities and experience running a business. The Board is responsible for setting policies, vision, strategies, goals, mission, and business plans and annually reviewing and approving the Company's vision, mission, and strategy. Also, the Board is in charge of setting and approving the Company's budget as well as supervising the management team to ensure that they manage the business following the specified policies, laws, objectives, regulations, resolutions of the shareholders' meetings, resolutions of the Board's meetings, with responsibility, efficiency, effectiveness, honesty, and prudence. This is to ensure that the Company's operations align with principles of good practice to maximize the economic value of the business and security for shareholders. The Board of Directors consists of 8 members as follows:

1. Pol. Gen Somchai Vanichsenee Independent Director / Chairman / Chairman of the Audit Committee / Chairman of the Corporate Governance and Sustainability Committee
2. Pennapha Dhanasarnsilp, D.B.A. Independent Director / Member of the Audit Committee / Chairman of the Nomination and Remuneration Committee / Member of the Corporate Governance and Sustainability Committee
3. Mrs Monluedee Sookpantararat Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee / Member of the Risk Management Committee
4. Mr. Mana Jantanayingyong Director / Chairman of the Risk Management Committee
5. Ekapak Nirapathpongporn Director / Member of the Risk Management Committee / Member of the Corporate Governance and Sustainability Committee
6. Mr. Arnon Porndhiti Director / Member of the Risk Management Committee
7. Mr. Palin Lojanagosin Director and Chief Executive Officer
8. Pinijsorn Luechaikajohnpan, Ph. D Director / Managing Director / Member of the Risk Management Committee

DIVERSITY OF THE BOARD OF DIRECTOR

PLANB emphasizes the importance of diversity within its board of directors to ensure effective operations and the ability to understand and meet the needs of its stakeholders. Therefore, the company's board comprises directors with diverse qualifications, including skills, experience, abilities, specific characteristics, and gender and age diversity. The details are as follows:



BOARD SKILLS MATRIX

The Company's Board of Directors consists of 8 members with diverse educational backgrounds, experience, and skill sets, as shown in the Board Skills Matrix, in line with the company's business strategy.

BOARD OF DIRECTORS	EXPERTISE AND KNOWLEDGE													
	Industry knowledge & experience		Specific knowledge and experience									Knowledge of corporate governance		
	Industry Knowledge and Experience	Core Business	Legal	Marketing	Economics / Business Administration	Public Administration	Human Resource Management	Accounting	Information System	Engineering	Others	Knowledge in Performing Duties as a Director	Strategic Planning	Risk Management
Pol. Gen Somchai Vanichsenee	●		●			●						●		
Mr. Palin Lojanagosin	●	●		●								●		
Pinijsorn Luechaikajohnpan, Ph.	●	●			●							●	●	●
Mr. Ekapak Nirapathpongorn	●	●			●				●	●		●	●	●
Mr. Mana Jantanayingyong	●			●							●	●		●
Mr. Arnon Porndhiti	●	●			●							●		●
Pennapha Dhanasarnsilp, D.B.A.	●				●		●					●		
Mrs. Monluedee Sookpantarat	●							●				●		●

Source: Referring to the guidelines of the Stock Exchange of Thailand (SET), Effective Governance, HoggoodGanim Advisory Group

We aim to be recognized as one of the industry's best employers, attract talent from all levels, and champion gender parity. We determined that everyone must act politely and respectfully in all positions without violating the other's opinions and respect fundamental human rights at all levels. At PLANB, we treat people equally without considering race, religion, ethnicity, colour, class, gender, age, physical appearance, language, political opinions, and legally protected characteristics. Moreover, gender equality in the workplace is our priority. We provide opportunities, and career growth depends on their working capability without gender segregation.

BUSINESS ETHICS

PLANB knows that conducting business transparently and adhering to good business ethics are crucial for promoting sustainable development and building trust with all stakeholders. The company's board has formulated and published a Governance and Business Ethics Manual to guide its operations. This manual is a directive for directors, executives, and employees at all levels, including subsidiaries, to adhere to. It encompasses various aspects, including respect for human rights, interactions with business partners, competitors, and officials, responsibilities towards society, the environment, safety and occupational health, anti-corruption measures, anti-money laundering, political activities, non-infringement of intellectual property, confidentiality, personal data protection, securities trading, conflict of interest, whistleblowing, and penalties. All directors, executives, and employees have signed to acknowledge and comply with this Business Ethics and Governance Manual.

BUSINESS ETHICS TRAINING (%)	2021	2022	2023
Training attendance rate	100	100	100
Post-training test pass rate	100	100	100
Average post-training test score	100	100	100

In 2023, the company did not encounter any disciplinary violations related to business ethics. The details are as follows:

VIOLATION OF BUSINESS ETHICS	2021	2022	2023
Total number of reported business ethics violations:	0	0	0
- Number of cases currently under fact-finding investigation	0	0	0
- Number of cases under investigation	0	0	0
- Number of cases that have been resolved	0	0	0
Business ethics violations are categorized by type:			
- Regulatory non-compliance	0	0	0
- Corruption, bribery	0	0	0
- Privacy violations	0	0	0
- Discrimination	0	0	0
- Sexual harassment	0	0	0
- Harassment	0	0	0
- Conflicts of interest	0	0	0
- Money laundering or insider trading	0	0	0
- Other types	0	0	0

PLANB is committed to reinforcing employees' understanding of good governance principles and business ethics. All new hires and current employees at PLANB must undergo a learning process involving the company's governance manual and related practices, followed by a test after the training. **In 2023, all employees underwent this training, and 100% of them passed the test with a perfect score of 10 out of 10.**



The company regularly monitors compliance with its business ethics on a quarterly basis. The results of these monitoring activities are analyzed and reported to the Audit Committee to identify corrective measures in cases of ethical violations and to develop strategies to prevent such incidents in the future. **In 2023, the company did not find any violations of business ethics.**

ANTI-CORRUPTION

PLANB is committed to sustainable business practices, prioritizing good governance and appropriate internal controls. The company has established a clear and comprehensive anti-corruption policy, including well-defined definitions of corruption and guidelines for practice that are communicated to internal and external parties. PLANB conducts audits, risk assessments, and preventative measures against corruption in its operations, establishing control measures to monitor processes that could potentially be manipulated, ensuring transparency and integrity. Furthermore, the company provides channels for stakeholders to report suspicions, suggestions, or complaints about corruption directly to the Audit Committee. Since 2019, PLANB has been a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC), adhering to governance, business ethics, and social, environmental, and supply chain responsibility principles. PLANB's CAC certification underscores its commitment to rejecting corruption. Recently, PLANB conducted a corruption risk assessment and successfully renewed its CAC membership, valid until March 31, 2025.

Additionally, the company mandates rigorous ethics testing or a Code of Conduct for all employees, requiring all to pass. This initiative aims to ensure that every employee, including top management and the CEO, is aware of and practices ethical behaviour, with the duties to monitor and combat corruption effectively and report to the Board of Directors and the Audit Committee for policy review in alignment with business changes.

ANTI-CORRUPTION PROCEDURES

The employee at all levels shall comply with the following anti-corruption conducts:

- Follow the anti-corruption procedures, business codes of conduct and ethics, and the Company's rules by not getting involved directly or indirectly in corruption.
- Refrain from taking any action that shows intent toward corruption or bribery with the Company's stakeholders in the scope of work under responsibility, both directly and indirectly, for the benefit of the Company, employees, or related persons.
- Do not neglect to inform the manager or responsible parties and cooperate in any further investigation when knowing of any actions connected to corruption in the Company.
- When taking any corruption-prone action, employees at all levels of the Company must follow the following guidelines with care.
- Employees must follow the policy explained in the good corporate governance and business ethics and the Company's anti-corruption procedures for gifts, reception and other related expenses.
- For charity purposes, a donation must be made under the Company's name to any organization whose mission is social benefits. The organization must be reliable and have a proper license. The donation must also be processed transparently according to the Company's rules and laws and examined and audited to ensure that it is not made for corruption purposes.
- Sponsorship, both by money and assets, for any activities or projects must specify the name of the Company. In addition, such sponsorship must enhance business and the Company's image and be processed with transparency in line with the Company's rules and laws.

- Any business relationship, purchase and hiring, and business communication with the government, private sector counterparty, and any party related to the business operation must be transparent, honest and by related laws.
- The company has a neutral political policy, meaning all employees have political rights and freedom under the laws. However, employees must not take any action or use the company's resources for political purposes. Such actions may hurt the Company's neutral political policy and can cause harm to the Company for involvement in political activities.

Non-compliance with the anti-corruption guidelines is considered a serious disciplinary offence, a breach of the employment contract, and a criminal act, which can cause severe damage to both the reputation and standing of the company. Therefore, any actions that constitute corruption as defined by these guidelines should be reported to the supervisory authorities or through designated channels for handling complaints from all stakeholders, as detailed below:



WHISTLEBLOWING

The Company has established processes and channels for receiving and dealing with complaints from all stakeholders. You can contact or complain about issues that may be a problem by contacting the Audit Committee, which are independent directors as follows:

- 1) By sending a post to the Audit Committee: [1700 Plan B Tower 1700 Plan B Tower New Petchburi Road, Makkasan, Ratchathewi, Bangkok 10400](#)
- 2) E-mail: auditcommittee@planbmedia.co.th
- 3) Company Secretary Division: companysecretary@planbmedia.co.th
- 4) Tel: +66 (0) 2530-8053-6 ต่อ 422

In this regard, the complainant can be confident that the Company has measures to keep the complainant's information confidential and protect the informant.

PROCESS OF HANDLING COMPLAINTS

1. Whistleblowers or complaints through various channels. The Company Secretary Division prepares a summary of corruption and complaints received.
2. Consider first whether the complaint involves a violation of anticorruption measures.
 - 2.1. If the case does not qualify as a violation against the anticorruption section, the matter will be forwarded to the appropriate departments.
 - 2.2. In case of corruption
 - 2.2.1. If unfounded, the results will be communicated to the complainant.
 - 2.2.2. The Company Secretary Division will take further action if there is sufficient information. *In case of corruption that must be rectified promptly, the case will be reported to the Executive Committee and the Audit Committee. The copy will be forwarded to the Internal Audit Division for acknowledgement.
3. Coordinate with the Human Resources Department to appoint an investigation committee. After setting up an investigation committee, the Human Resources Department will proceed with the investigation.
4. Report the number of fraud whistleblowers, event summary, and operational status to the Audit Committee, reporting every six months.

PLANB has measures to protect the rights of complainants and informants. For example, the Company will conceal the name, address, or any information that can identify the complainant or the information provider and keep the information of the complainant and the informant confidential. Whistleblowing mechanisms, compliant handling and investigation processes, and whistleblowing reports appear in detail in the Anti-Corruption Measures. In 2023, no reports on violations of the Code of Conduct existed.

INDICATORS	2021	2022	2023
Number of breach cases	0	0	0
- Legal proceeding	0	0	0
- Business integrity / Anti-corruption	0	0	0
- Data privacy	0	0	0
- Conflict of interest	0	0	0
- Human rights (i.e. discrimination and harassment)	0	0	0
- Environment, Health, and Safety	0	0	0
- Money laundering or inside information use	0	0	0
Consequences of breach			
- Verbal warnings	0	0	0
- Written warnings	0	0	0
- Pending investigation	0	0	0
- Contract termination	0	0	0

RISK AND CRISIS MANAGEMENT

(GRI 2-24, 2-25, 2-26, 205-1)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> The COSMO-ERM2017 framework carries out risk management 	<ul style="list-style-type: none"> Risk management training is provided for employees throughout the Company to create a corporate culture 	<ul style="list-style-type: none"> Train executive-level employees, managers, supervisors, and operational staff in risk management to foster a positive organizational culture

**The target is part of the executive compensation index*

The company recognizes risk management is crucial because it faces various risks, including commercial, asset, legal, environmental, health and safety, business disruption, and climate change. PLANB utilizes an integrated approach to collecting and analyzing data to identify and prioritize issues, using information from stakeholders operating across multiple dimensions of the value chain. This includes insights into the advertising industry's direction and trends in sustainable development. Prioritizing risks is critical in maintaining PLANB's sustainable business operations.

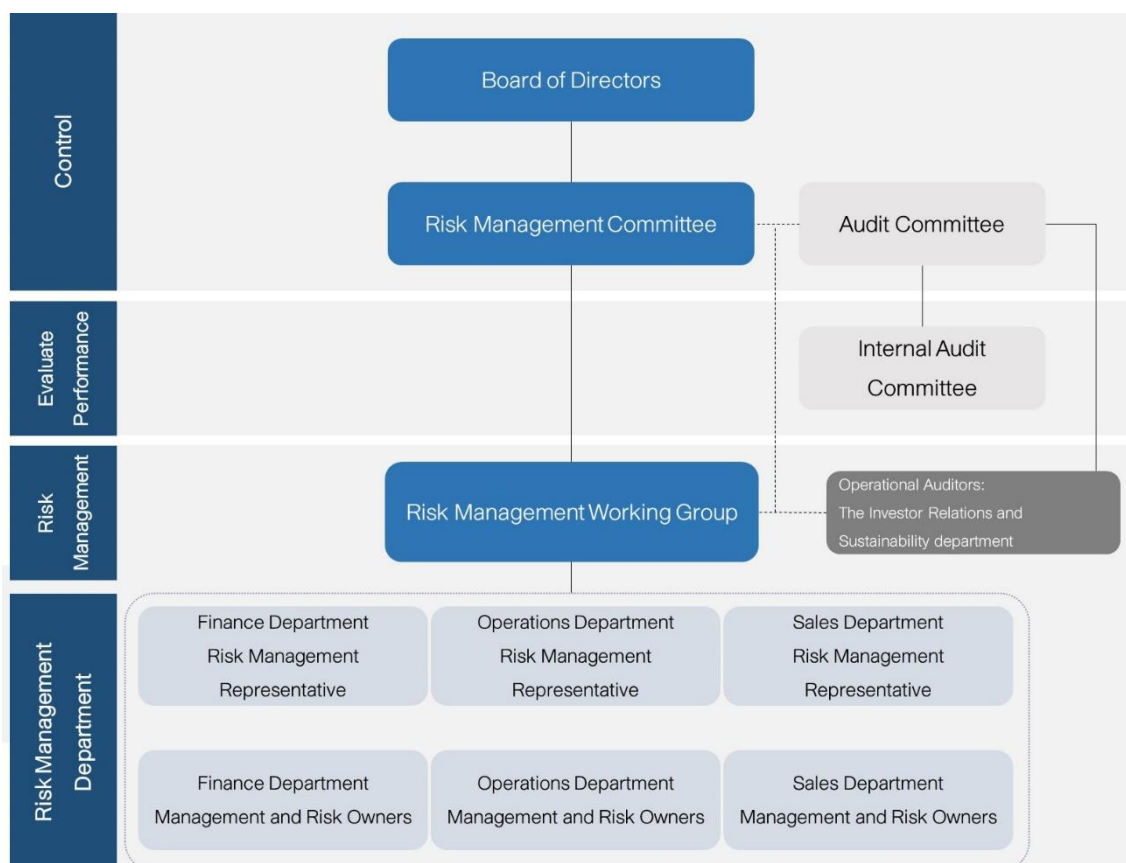
PLANB has established the Enterprise Risk Management Framework according to the COSO Enterprise Risk Management 2017 and applied it across the organization by enforcing the Risk Management Policy to all employees. The policy and the framework have been defined by the Risk Management Committee (RMC), which oversees risk through the RMC's policy and framework. Simultaneously, the Risk Management Department is responsible for facilitating elements concerning risk management, including data consolidation, training provisions, and the promotion of risk culture throughout the organization.

The company has a risk management policy that covers all internal and external business activities. This may affect business operations both directly and indirectly. The risk management plan has been effectively implemented since strategic planning. Performance Investment decisions for new businesses, including control and monitoring to keep the risk acceptable. Therefore, the scope of authority and responsibilities of the Risk Management Committee are as follows:

1. Formulate and review risk management policies and frameworks.
2. Supervise and promote the organization's risk management practices to align with its business strategies and goals, including the changing environment.
3. Provide suggestions, monitor, and evaluate risk management practices for the Risk Management Department to implement and execute.
4. Review the risk management reports of the company and provide opinions on possible risks, including risk mitigation plans and risk management system development, to ensure effective risk management.
5. Support all related tasks and executions to meet the Company's risk management objectives.

6. Report risk management performance to the Board of Directors. If a factor or an incident significantly affects the Company's business operations, the Board of Directors must be notified for further deliberation and immediate action.
7. Consider and approve investments in foreign countries.
8. Perform any duty as assigned by the Board of Directors.

THE RISK WORKING GROUP



As of 31 Dec 2023, The Company's Risk Management Committee consists of 4 directors, namely:

1. Mr Mana Jantanayingyong Chairman of the Risk Management Committee
2. Mrs Monluedee Sookpantara, Member of the Risk Committee
3. Mr Ekapak Nirapathpongporn, Member of the Risk Committee
4. Pinijsorn Luechaikajohnpan, Ph. D Member of the Risk Committee
5. Mr Amon Porndhiti, Member of the Risk Committee

The Investor Relations and Sustainability department will review operational practices after meetings with representatives from the Risk Management department to screen risk levels for each topic. This involves identifying topics with high or very high risks and forwarding them to the Risk Management Committee and the company's board for discussion to develop mitigation strategies jointly. Additionally, the Investor Relations and Sustainability department will track the risk management processes of each department quarterly. This ongoing monitoring ensures that the Risk Management Committee and the company's board are well-informed and can respond appropriately to evolving risks.



RISK MANAGEMENT FRAMEWORK



RISK FACTORS	RISK DETAILS
Strategic	<ul style="list-style-type: none"> • Risk from the volatility and slowdown of the overall national economy • Risk from the company's reliance on outdoor digital advertising
Operational	<ul style="list-style-type: none"> • Risk from dependence on major customers • Risk arising from flaws in the company's internal processes, personnel, and work systems or uncontrollable external events
Financial	<ul style="list-style-type: none"> • Risk from the inability to renew concession agreements, lease agreements, or contracts with business partners • Risk from commitments with contractual partners that may impact the company's operational results • Risk from reliance on major advertising agencies • Liquidity risks, financial management, and financial reporting include risks from improper budget allocation, budgeting errors, and overspending beyond projections. Risks from market volatility and the risk of contractual partners failing to fulfil their obligations • Risk from foreign exchange rate volatility
Regulatory	<ul style="list-style-type: none"> • Risk from changes in regulations and policies due to climate changes
Sustainability (ESG)	<ul style="list-style-type: none"> • Risk from climate change • Health and safety risks for stakeholders • Changes in consumer behaviour and demographic structure

RISK MANAGEMENT APPROACHES

- **Strategic** given that over 50% of the business revenue from outdoor media comes from digital advertising, the company has a policy that all sales teams be well-prepared with company data and in-depth knowledge of products and services to serve customers promptly. Additionally, the sales team is encouraged to sell other media products and services to compensate for potential revenue declines in digital advertising. As for the risk from national economic volatility and slowdown, which are external factors beyond the company's control, the company manages this by keeping the sales team consistently proactive, continually researching and presenting new data to clients.
- **Operational** The company recognizes the importance of operational risk management. The board sets policies and frameworks for managing operational risks and appoints a Risk Management Committee to provide insights and recommendations to management. This ensures that the company's operational risk management processes are suitable and conform to international standards, effectively controlling, preventing, and minimizing risks to acceptable levels (Risk Appetite). The key elements of operational risk management include:
 1. Risk Identification: The company identifies risks related to its operations at least once a year or whenever there are changes in operational risk factors that could impact the business.
 2. Risk Assessment: The company measures the risk levels of identified operational activities by assessing the likelihood/frequency of risk occurrence and the impact of the risks to evaluate the severity of potential damages.
 3. Risk Monitoring: The company monitors operational activities and events that could potentially damage the company, allowing for timely prevention and control of such incidents.
 4. Risk Control and Mitigation: The company has clear risk response processes aligned with its Risk Appetite, including ongoing monitoring, risk management evaluation, and reporting to management and the board. Risk control measures include purchasing insurance and utilizing support services from business partners.
 5. Risk Data Storage and Reporting: The company maintains and reports operational risk data to inform relevant parties about risk trends and changes, enabling timely preventive, control, or mitigation actions.
 6. Business Continuity Planning: The company has a business continuity plan to cope with incidents caused by uncontrollable factors such as natural disasters, terrorism, and public utility problems. This plan allows the business to resume normal operations according to the company's Business Continuity Management Policy.

Regarding the risk associated with reliance on major customers, the company cannot guarantee that these customers will continue to purchase its products consistently and/or in the same volumes as they currently do. Therefore, if one or all of these major customers reduce their orders or cancel their purchases, it

could significantly impact the company's operations. To mitigate this potential risk, the company has implemented the following risk management plan:

1. **Commitment to Building Strong Customer Relationships and Satisfaction:** The company is dedicated to continually improving the quality of its products and services to enhance relationships with these key customers. It emphasizes excellent after-sales service, a cornerstone of the company's operations.
 2. **Expanding the Customer Base to Other Potential Partners:** The company aims to diversify its customer base by reaching out to other potential partners who can provide opportunities for business growth.
 3. **Establishing Long-term Business Partnership Agreements:** The company seeks to secure its relationships with key customers through long-term contracts, ensuring they continue using its products and services.
- **Financial** The company ensures that its customers' credit quality and debt repayment capability are analyzed. It regularly reviews the financial status of its customers and makes adjustments appropriate to the circumstances. The risk from foreign exchange rate volatility is likely to have a limited impact on the company as almost all of its revenues are in Thai Baht. However, to mitigate the potential effects of foreign exchange fluctuations, especially in cases where there might be changes in the value of the Thai Baht against foreign currencies, the company will manage its foreign currency liabilities to match the revenue generated in foreign currencies. This risk management activity is conducted under the supervision, approval, and monitoring of the Risk Management Committee to ensure compliance with policies and to minimize impacts to an acceptable level for the company.
 - **Regulatory** Given the risks associated with regulatory changes due to climate change, which is a significant concern for the company in addressing global warming issues, the Global Climate Risk Index of 2017 ranked Thailand as one of the top ten countries most affected by climate change. In response, the Thai government announced a "National Reform Plan" mandating relevant governmental agencies to develop climate change laws to be enforced within 3 to 5 years. These laws aim to create economic incentives for the private sector to reduce greenhouse gas emissions and encourage public behavioural changes by developing mass transit systems and reducing plastic bag use. However, the mechanisms and enforcement methods for these new policies and regulations remain unclear, posing a risk that could alter business operations. Nevertheless, the company has strategies to manage risks from climate change:
 1. **Maximizing Resource Efficiency:** Using resources such as high-quality light bulbs, energy, and water as effectively as possible in the production process, following the principles of the circular economy to reduce waste.
 2. **Operational Projects:** Assessing energy efficiency across all business units to identify appropriate technology uses and employing high-quality light bulbs to reduce electricity consumption directly affecting greenhouse gas emissions.
 3. **Registering for the Thailand Voluntary Emission Reduction Program (T-VER):** Preparing for changes in laws related to climate change, where the reduced or sequestered greenhouse gases (carbon credits) can offset emissions, aiding the transition to a low-carbon society.

4. Analyzing and Managing Financial Risks Related to Climate Change: This includes both physical risks and risks associated with regulatory changes, aligning with the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD).
 5. Setting a Climate Strategy for the Company: This should include targets for climate management, such as reducing greenhouse gas emissions by 15% by 2032.
 6. Engaging and Partnering with Internal and External Stakeholders: Collaborating on energy management and climate change initiatives.
- **Sustainability (ESG)** The company's risk management strategy focuses on monitoring global trends, new regulations, and the operations of other businesses in the same industry. It assesses the sustainable business framework that considers Environmental, Social, and Governance (ESG) factors and manages uncertainties along the value chain by integrating sustainable risk concepts into the "PLANB Enterprise Risk Management Framework," which aligns with the COSO: Enterprise Risk Management Framework. The main components include:
 1. Governance Structure: Encompassing all levels from the company board, sustainability and governance committees, audit committee, executive committee, business sustainability development team, risk management team, and business line risk coordinators.
 2. Understanding Business Context and Strategy: Every unit works closely to understand, analyze, monitor, and communicate risk factors and future trends that could impact business operations or organizational strategy.
 3. Integrated Risk Management Process: Important risks are assessed across the organization, business groups, or functional levels; strategies for managing these risks are established, and new business opportunities are created. This process aligns with the sustainable development strategy and principles foundational to PLANB's sustainability efforts.
 4. Communication, Reporting, and Evaluation: Continuous sustainability and risk management at all levels, from functional and subsidiary to business group and organizational.
 5. Culture of Sustainability and Risk Management: Educate the company's directors, executives, and employees at all levels about sustainable development and risk management through training, orientation, and the dissemination of information via newsletters. This promotes discussion or feedback on sustainable development and risk management, fostering understanding and sharing knowledge of PLANB's sustainable development with employees and stakeholders, such as partners and customers.

PROCEDURES AND APPROACHES FOR RISK REPORTING

RISK LEVELS	ACTIONS	REPORTING
Very High	They must closely monitor and propose an action plan to reduce the risk level, including a monitoring plan to ensure that it is down to a medium or low level. They must propose the action plan to the Board of Directors	Board of Directors: BOD
High	According to the business plan, monitor and propose an action plan to the Risk Management Committee (RMC) for approval to bring risks to acceptable levels, including a monitoring plan to ensure that risk level is down to a medium or low level	Risk Management Committee: RMC
Moderate	Apply routine control procedures and risk surveillance	Chief Executive Officer & Managing Director
Low	Apply routine control procedures without risk surveillance	Working team

RISK MONITORING



EMERGING RISK

PLANB not only focuses on the material risks but is also attentive to emerging risks that could potentially impact or bring opportunities to the Company's business.

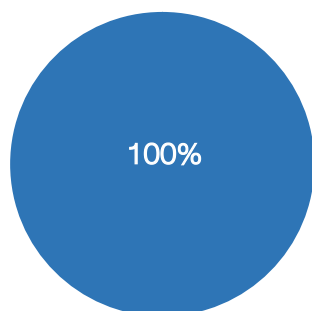
1. CORRUPTION RISK

The company actively pursues sustainable business conduct, stressing good corporate governance and sufficient and proper internal control processes. The Company established a clear Anti-Corruption Policy covering all its activities and undertakings. Corruption and guidelines for corruption-prone activities are well-defined and communicated with internal and external parties.

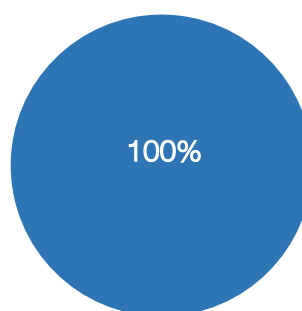
Note that the Company is concerned with the risk of corruption from its activities and requires that this risk be examined, assessed, and prevented. Accordingly, the Company issued control and monitoring measures for activities with potential corruption risk to ensure that its undertakings are honest and transparent and to avoid corruption. Furthermore, communication channels were put in place for stakeholders to blow the whistle, send suggestions and file complaints related to corruption directly with the Audit Committee. In addition, the Company is also a certified member of the Thai Private Sector's Collective Action Coalition Against Corruption (CAC). Finally, the Company requires all employees to assess their knowledge and understanding of the Code of Conduct, and 100% of employees must pass the assessment to encourage all employees to be fully aware of the Code of Conduct and foster employees' work ethics.

ETHICS TRAINING (CODE OF CONDUCT) IN 2023

Number of employees who was trained in 2023



Number of employees who passed all the criteria in 2023



2. CYBER THREATS RISK

At present, the Company has set a goal to enhance work efficiency through digital technology to promote the cost-effectiveness of business. This requires that the Company rely more on technology. Therefore, an internet connection may threaten the Company at any time. To prepare the organization to ensure cybersecurity and stability of the Company's computer systems used in conducting business and to comply with international standards on cybersecurity and the Cybersecurity Act B.E.2562 (2019). In 2021, the Company issued multiple strict measures to actively and passively manage risks, including:

- Formulate a defined cybersecurity policy for the group of companies and set up a working team directly responsible for cybersecurity in the short and long run.

- Training employees on potential cyber threats and guidelines to prevent/tackle the incidents by themselves to alleviate damages and minimize impacts.
- System testing and rehearsals of IT system recovery in case of cyber threats.

3. COMPLIANCE WITH PERSONAL DATA PROTECTION LAWS RISK

As the Personal Data Protection Act B.E. 2562 (2019), which comes into force on 1 June 2022 (“Personal Data Protection Laws”), the Company has full awareness of the importance of Personal Data Protection Laws, including rules and regulations issued by the Personal Data Protection Committee (“Committee”) as the guideline for Personal Data Protection Laws compliance, the Company, therefore, set up the personal data protection working team to responsible the privacy policy, plan, and internal procedure of the Company to be following Personal Data Protection Laws, including any relevant rules and regulations, and updating policies and regulations of the Company involving personal data protection to be present considering Personal Data Protection Laws and its amendment. In addition, the Company has set up an individual data collection system to prevent the risk of data leaking and promptly mitigate the damages that may occur. Furthermore, if the Company receives any complaint or request from the data subject, the system can track data, documents, and information on time. The Company has provided the operational plan which shall be used by employees of the Company and the subsidiaries of the Company when collecting the personal data from the data subject necessary that includes the process to delete or destroy the personal data when it is unnecessary to maintain considering the purpose of the collection, to response the data subject’s request to remove, delete or modify its data possessed by the Company and to inform partners and customers to acknowledge the privacy policy of the Company to effectively working together and to be following the Personal Data Protection Laws and guidelines issued by the Committee.

4. CLIMATE CHANGE RISK

Climate change is expected to increase the frequency, intensity, and impact of certain extreme weather events. The ensuing effects of severe weather, such as flooding, extreme heat, and heavy rainfall, could increase business operating costs due to physical damage and the need to restore and repair property and infrastructure. Moreover, there could be business interruptions. These impacts may lead to direct and indirect costs from physical damages, asset recovery, infrastructure repairs, and business disruption losses, likely affecting PLANB's outdoor advertising business. Furthermore, climate change risks could lead to higher operating costs, such as flood events or heavy rain, causing damage to the company's outdoor advertising structures and increased operational expenses. High temperatures might also reduce vinyl products' lifespan in outdoor advertising, leading to more frequent and costly replacements and maintenance.

PLANB is actively contributing to the prevention of climate change and extreme weather conditions by initiating various environmental management projects to conserve energy use and ensure efficient waste management. The company has implemented the following key risk management measures:

1. Continual Monitoring of Climate Change Impacts: The company is committed to monitoring the effects of climate change, considering it part of its risk management and governance processes.

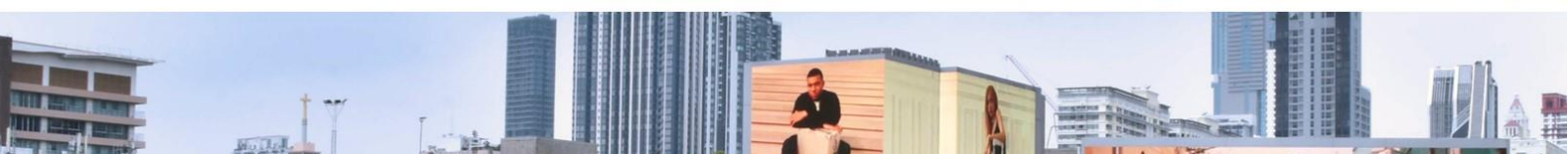
It has also developed an Organizational Business Continuity Plan (BCP) and disaster recovery plans to manage unfavourable weather events and respond to business interruptions.

2. Adherence to Corporate Environmental Policy: All business units must strictly follow the company's environmental policy. This includes implementing environmental management systems like ISO 14001, applying the 3Rs principle (Reduce, Reuse, Recycle), managing and reducing water usage, managing and reducing greenhouse gas emissions, and initiating corporate and product-level Carbon Footprint projects.
3. Use of Modern and Energy-efficient Technology: High-quality LED lighting decreases resource and energy consumption and reduces greenhouse gas emissions, thus lowering operational costs and enhancing production efficiency and effectiveness.
4. Environmental and Sustainable Development Practices with Partners: Managing and aligning with partners' environmental and sustainable development practices.

5. DISEASE OUTBREAK RISK

An epidemic is the rapid spread of infectious diseases or viruses across a vast region, potentially impacting many people. Epidemics can significantly affect public health and the global economy. Although people have adapted to epidemics, new outbreaks could lead to business disruptions, changes in daily life, and potentially strict lockdown measures and travel restrictions imposed by governments to prevent the spread of the disease. This could impact PLANB's outdoor advertising business due to changes in consumer behaviour towards online marketing and e-commerce, as people may spend more time at home or seek alternative advertising channels over outdoor advertising. This shift could lead to a decrease in the visibility of outdoor advertising for PLANB and, consequently, a decrease in demand for Plan B's services and products from buyers. Consequently, this could lead to volatility and impact the revenue of the company's outdoor advertising business. Additionally, an epidemic poses health risks to PLANB's employees.

In response, PLANB focuses on creating new business collaborations through strategic partnership investments to diversify its service offerings. Although the outdoor advertising business group may face financial challenges due to the pandemic, the company's diverse service offerings, which include participatory marketing, can help balance the business and weather the crisis. Moreover, the company has prepared a Business Continuity Plan (BCP) to be ready and responsive to health emergencies, such as an epidemic that could cause business interruptions. Additionally, PLANB has implemented various epidemic prevention measures to protect the health of its employees.



ORGANIZATIONAL RISK CULTURE

The organizational risk culture is crucial in effectively managing a company's risk. PLANB fosters a strong risk culture across the organization, aiming for every employee to take responsibility for managing risks in their daily activities. In 2023, PLANB conducted extensive training and disseminated information on risk management to all employees, including those in its subsidiaries, reaching a total of 952 individuals. This training is designed to instil awareness and understanding of the context and importance of risk management within the organization, from the board of directors and executives to managers and operational staff.

EMPLOYEE LEVEL	NUMBER OF EMPLOYEES
Executive	25
Manager	98
Supervisor	198
Operation	631

Note: The total number of employees is 952, calculated only for the company's permanent employees.

RISK MANAGEMENT PERFORMANCE

PLANB conducts a Risk Assessment annually and integrates the results into the Company's strategy setting. Based on the severity of these risks to the business, PLANB defines five levels of risk for the five identified risk categories: strategic, Operational, Financial, Compliance, and Sustainability.

In 2023, the company conducted a comprehensive risk assessment across all its departments, evaluating all risks from low to very high levels and the likelihood of these risks occurring from "possibly occurring within the next year" (low probability) to "definite occurrence within three months" (very high probability). A total of 61 risks were assessed, with 8 of them being of very high importance and included in the report to the company's board. These high-level risks were divided into three main areas:

1. Risk Management Related to Increasing Company Revenue
2. Risk Management Related to Reducing Company Costs
3. Risk Management Related to Image and Process Optimization

SUPPLY CHAIN MANAGEMENT

(GRI 204-1, 205-1, 308-1, 308-2, 407-1, 408-1, 409-1, 414-1, 414-2)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> 100% of the Company's suppliers sign an acknowledgement of the Supplier Code of Conduct addressing operational issues covering economic, social and environmental dimensions 	<ul style="list-style-type: none"> Expand the scope of supplier assessment 	<ul style="list-style-type: none"> 100% of suppliers are acknowledged and signed to accept the code of conduct for suppliers

**The target is part of the executive compensation index*

The Company is committed to delivering business growth with transparency, fairness, and a focus on sustainability throughout the organization's value chain. The Company places importance on efficient supply chain management to minimize or prevent Economic, Social, and Environmental ("ESG") risks arising from its business suppliers that may negatively impact the Company's image and key stakeholders' confidence in the Company's business operation.

The Company has set policies and a code of conduct for suppliers in Procurement and hiring to ensure that our suppliers follow our guidelines for sustainable business operations per the Company's expectations. Furthermore, The Company also sets a Code of Conduct covering guidelines for supplier screening and a section to identify suppliers with significant or high ESG risks and for following up and examining suppliers. Suppliers are expected to adhere to ethical and operational principles that prevent impacts on the community and the environment while protecting workers and society's occupational health and safety.

The company believes that managing the supply chain with a comprehensive consideration of ESG (Environmental, Social, and Governance) issues will create long-term value with partners and enhance operational efficiency, boosting the company's competitive advantage. Consequently, the company has established a Supplier Code of Conduct to ensure that the supply chain management is appropriate and effective. This code sets out sustainable business practices between the company and all its suppliers, establishing standards and practices for suppliers to follow throughout their operational processes. The Supplier Code of Conduct aims to develop standards in five main areas:



Given that suppliers are crucial stakeholders in the company’s supply chain, we are committed to ethical, transparent, equitable, and fair practices toward them, considering business ethics, human rights, environmental issues, safety, and community development involvement at all levels. Therefore, the company expects all suppliers and business partners to adhere to and implement good governance and business ethics, striving to conduct business ethically, transparently, fairly, and accountably.

To this end, the company has established a set of practices for suppliers to ensure that those who do business with the company meet the ethical standards the company believes in and supports. This also promotes joint sustainable growth and development. The details of these practices are as follows:

BUSINESS ETHICS PRACTICES:

1. Product and Service Delivery

Suppliers must deliver quality products and services at fair prices and on time. They should not profit unfairly compared to the quality of similar products or services. Additionally, suppliers must continually develop their products and services using modern technology to ensure maximum efficiency.

2. Regulatory Compliance

Suppliers must strictly adhere to international, national, and local laws and regulations relevant to their business operations and necessary licenses at their business locations.

3. Corruption and bribery

The company adheres to a strict “Collective Anti-Corruption (CAC)” policy and expects all suppliers to avoid corruption, embezzlement, fraud, or bribery. Any supplier involved in these practices will have their contracts terminated immediately, with potential legal consequences.

4. Gifts and Rewards

Suppliers must understand that company personnel will not give or demand gifts or rewards that could influence decision-making or result in unfair advantages, except where such gifts are customary in business practices.

5. Conflict of Interest

Suppliers must immediately notify the company if any action could create a conflict of interest between the company's managers, employees, and the supplier.

6. Confidentiality

Suppliers must have processes to prevent the leakage of confidential information, whether business-related or the company's data.

LABOUR AND HUMAN RIGHTS PRACTICES:

1. Human Rights

Suppliers must commit to and maintain fair working conditions that exemplify good business practices and other human rights considerations. This includes prohibiting child labour and practices that disrespect human rights or do not adhere to international standards regarding human rights principles, rights, freedoms, and equality.

2. Labour and Child Labour

Suppliers must not employ or support workers under the legal minimum age and must pay employees fairly and equitably, commensurate with their knowledge and abilities, as they rightfully deserve.

3. Non-Discrimination

Suppliers must respect the dignity of their employees, treating them fairly and equitably without infringing on human rights, coercing labour, or discriminating against any individual due to differences in race, religion, gender, age, education, beliefs, disability, or any other characteristic.

4. Forced Labour

Suppliers must not use or benefit from forced labour in any form, whether it be physical punishment, threats, confinement, harassment, intimidation, human trafficking, or violence.

SAFETY AND OCCUPATIONAL HEALTH PRACTICES:

1. Occupational Health and Safety

The company's suppliers are required to establish a health, occupational health, and safety policy to foster a safe and hygienic working environment and reduce injuries, illnesses, and accidents at work. They must also provide their employees with adequate and appropriate personal protective equipment and encourage them to express safety concerns, welcoming suggestions for safety improvements.

2. Emergency Preparedness and Response

Suppliers must conduct risk assessments, including anticipating, identifying, and evaluating emergencies and events. They should also have plans and protocols to respond to emergencies to minimise such events' impact on business operations.

ENVIRONMENTAL IMPACT CONSIDERATION PRACTICES

1. Environmental Management

The company's suppliers are required to be conscientious of their operations' environmental impacts. They must establish appropriate environmental management systems that comply with relevant laws and regulations, which can lead to continuous improvement in operational efficiency.

2. Waste, Chemicals, and Hazardous Materials

Suppliers must manage the storage, discharge, or disposal of waste, chemicals, and hazardous materials generated from their operations in compliance with applicable laws and regulations. This includes regular audits and control measures to prevent environmental damage.

3. Community Impact

Suppliers are required to systematically assess, document, and manage the potential environmental impacts of their operations on surrounding communities.

PARTICIPATION IN SOCIAL DEVELOPMENT PROCEDURES

Suppliers are required to consider the impacts that may occur on the surrounding community and society, including the development of quality of life and better living conditions for communities and Thai society.



MANAGEMENT GUIDELINES

These factors have made it essential for PLANB to focus on flexibility in supply chain management and collaborate with business partners to manage both positive and negative economic, environmental, and social impacts. This includes considerations of indirect greenhouse gas emissions and fair treatment of partners to avoid human rights violations. Impacts could involve excessive use of natural resources, pollution in communities, or unfair labour practices by partners. Consequently, PLANB is committed to enforcing a Supplier Code of Practice and assessing the sustainability risks of partners through the CROSS Procurement digital platform, which enhances access to supply chain information and ensures compliance with partner requirements. It also plays a crucial role in identifying hidden risks and proactively managing business continuity.

PLANB has established supply chain management strategies and guidelines for partners to oversee the supply chain effectively. It has integrated key sustainability factors into its procurement processes in alignment with ISO 20400 for sustainable procurement. These include:

- Requiring all new and existing partners to adhere to the Supplier Code of Practice. Sourcing main raw materials for producing advertising media, such as responsible and correct use of still image advertising.
- Identifying key partners (Critical Suppliers) and essential materials (Critical Material) to prioritize risk management and plan partner relationships.
- Setting measures for managing sustainability risks by conducting evaluations at partner sites, carried out by internal or external auditors, online assessments, and checks from third-party risk databases through the Cross-Supplier Risk Management system.
- Monitoring partners' performance through assessments and audits, and requiring corrective actions when discrepancies are found with the evaluation criteria.

SUPPLY CHAIN MANAGEMENT STRATEGIES

PLANB has elevated its procurement strategies to align with its vision of being a leader in out-of-home advertising. There are five key strategies, as follows:

1. **Visionary Integration** PLANB has integrated digital systems as a core part of its supply chain management, enabling instant access to data, as well as forecasting for risk management, procurement value, profitability, efficiency, and verifiable sustainability impacts throughout the supply chain.
2. **Collaborative Partnership** PLANB collaborates with business partners to expand the adoption of sustainable business practices and strengthen Thailand's industry sector through stakeholder collaboration and digital systems.
3. **Integrated Risk Management** PLANB enhances overall business flexibility and ensures business continuity by sourcing from particularly qualified partners, especially key raw material suppliers, focusing on strengthening domestic partners and improving their capabilities.



4. **Centralized Management** PLANB harmonizes operational policies and global procurement technologies within the group to maximize value throughout the procurement cycle, both economically and sustainably.
5. **Standardization** PLANB incorporates leading procurement standards, such as ISO 20400 for sustainable procurement, into its supply chain management, develops employee potential through specialized skills training, and raises awareness about sustainability.

INTEGRATING SUSTAINABILITY INTO PROCUREMENT

PARTNER REGISTRATION

- Supplier Code of Conduct
- Sustainability Risk Assessment

QUALIFYING PARTNER CHARACTERISTICS

- Detailed Sustainability Assessments
- Certifications from external Agencies
- On-Site Partner Audits

BIDDING AND TENDERING

- Incorporating ESG Criteria

PERFORMANCE ASSESSMENT

- Annual partner Performance Reviews
- Document Reviews
- On-Site Evaluations

COLLABORATION WITH PARTNERS

- Mandatory Corrective Actions

DEVELOPING PARTNER CAPABILITIES

- Management of Non-Tier 1 Partners
- Managing Business Continuity Risks
- Sustainability Impact Management

SUPPLIER SELECTION AND PROCUREMENT POLICY

The company has a policy for the equitable and fair selection and procurement of suppliers that also considers the company's best interests, based on the foundation of receiving fair returns for both parties. This is aligned with sustainable development through building trust with stakeholders in all sectors via excellent, transparent, and fair supplier selection and procurement. This is under procurement management principles and practices according to international standards.

The process of selecting and procuring suppliers considers reputation, capability, expertise, financial status, legal compliance as adherence to principles of fairness and, transparency, and straightforwardness in business dealings. Additionally, the company emphasizes adherence to contractual agreements and strictly follows the company's ethical principles, with the following practices:

1. Establish criteria for evaluating and selecting suppliers, with strict screening, to ensure fair business practices and no violation of human rights.
2. Supplier selection and procurement should be based on quality, price, quantity, service, and responsiveness while also considering their involvement in social and environmental responsibilities.
3. Ensure that the selection and procurement of suppliers are transparent, fair, and verifiable, strictly adhering to relevant regulations, standards, and laws, including comprehensive economic, social, and environmental risk considerations. The company also prioritizes combating all forms of unfair competition and strictly prohibits dishonest benefits in dealings with suppliers.
4. Procurement processes must not exploit suppliers. They must provide complete, accurate, precise, and disclosed information, treat all suppliers equally, and consider their feedback and suggestions for operational improvements.
5. Strictly adhere to agreed-upon conditions; if unable to meet any conditions, promptly inform the supplier to explore solutions promptly jointly.
6. Consider suppliers based on environmental impact, social responsibility, and governance (Environmental, Social & Governance: ESG), and supervise suppliers to adhere to the company's supplier practices as part of sustainable supply chain management.
7. Focus on supplier management, build good relationships, and enhance their capabilities for joint sustainable development.
8. Integrate sustainability into procurement processes by setting criteria for selecting new and current suppliers, including assessing purchases, evaluating key and at-risk suppliers on-site for potential sustainability risks, and continually addressing complaints.
9. Manage the knowledge base between the company and suppliers, push for the use of technology to enhance procurement capabilities, and strive for excellence within the company.

All company executives and employees are required to support, promote, and strictly adhere to the procurement policies and management framework. They must uphold human dignity, equality, and fairness and avoid discrimination based on physical or mental differences, race, nationality, religion, gender, age, education, or any other factor.

SUPPLIER SELECTION CRITERIA

Effective supplier selection is crucial for sustainable business growth. Therefore, the company places great importance on fairly and appropriately selecting suppliers to ensure the process is conducted according to established criteria. The company sets these criteria by considering various qualifications to categorize and select suppliers. This includes assessing risks related to economic, social, and environmental factors from suppliers. The criteria for selecting suppliers are as follows:

1. Suppliers must have verifiable business premises.
2. Suppliers must have reliable personnel, machinery, equipment, products, services, warehousing, financial status, and a trustworthy operational history.
3. Suppliers should have a satisfactory performance record, including product quality, service delivery, timeliness, after-sales service, warranties, or other agreed-upon transaction conditions.
4. Suppliers must strictly adhere to relevant regulations, rules, and laws, conduct their business fairly and transparently, have no conflicts of interest with the company, and have no history of trade bans due to fraudulent activities or a history of abandoning work or being blacklisted by government or private entities.
5. Suppliers must demonstrate a commitment to social and environmental responsibility, covering human rights, employee and labour care, business ethics, and compliance with environmental laws.

CRITERIA FOR IDENTIFYING NEW AND CURRENT SUPPLIERS

The selection of new and current suppliers must adhere to the criteria established by the company, focusing on evaluating qualifications for selecting and categorizing suppliers. This process also aligns with the company's procurement policies, supplier relations practices, and supply chain management policies. Additionally, suppliers must demonstrate a commitment and responsibility to society and the environment, including careful human rights considerations, employee and labour care, business ethics, and compliance with environmental laws.

CRITERIA FOR IDENTIFYING KEY SUPPLIERS

The company employs a centralized procurement model, setting policies and controlling procurement management from a central purchasing unit to enhance bargaining power, boost competitive cost advantages, and crucially, to maintain quality and transparency in procurement. Suppliers are categorized into three groups based on the type of products they supply:



ACKNOWLEDGEMENT AND ACCEPTANCE OF THE SUPPLIER CODE OF CONDUCT

All new suppliers are required to accept and comply with the company's Supplier Code of Conduct to ensure mutual understanding and confirmation of agreement. This acceptance is also seen as a commitment to joint sustainable development. As of 2023, all suppliers have acknowledged and accepted the Supplier Code of Conduct guidelines.

SUPPLIER ASSESSMENT PROCESS AT THE COMPANY

The Company's supplier assessment is divided into two main types: Supplier's Risk Assessment and Supplier's Performance Assessment, detailed as follows:

1. Supplier's risk assessment

The company mandates a risk assessment for suppliers to rank potential risks that could impact the business operations. This assessment is based on company-defined criteria, covering three crucial aspects: economic, social, and environmental dimensions.

2. Supplier's performance assessment

The performance assessment of suppliers is categorized into four areas:

- 1) Quality of products and services
- 2) Completeness and timeliness of delivery
- 3) Coordination and management efficiency
- 4) Responsibility towards society and the environment

METHODS FOR EVALUATING SUPPLIERS		
SUPPLIER GROUP	DOCUMENT REVIEW AND SELF-ASSESSMENT VIA ONLINE SYSTEM	ON-SITE EVALUATION
Critical Supplier	✓	✓
Non-Critical Supplier	✓	
Non-Direct Business Supplier	✓	

MONITORING RESULTS AND DEVELOPING POTENTIAL

The company has a regular process for evaluating its suppliers, which is conducted annually. This involves a Supplier Evaluation Form, Supplier Self-Assessment, and On-site Audits to collect data for analysis. This information identifies and resolves operational issues in collaboration with suppliers. Moreover, it facilitates the company's and its suppliers' sustainable development.



SUPPLIER RISK FACTORS

1. STRATEGIC RISK

1.1. Risk of clients not renewing contracts

If clients typically have contracts with the company for one year or longer and do not renew upon expiry, the company could face revenue loss and decreased profits. The company is aware of this risk and, therefore, focuses on providing excellent service to ensure client satisfaction and renewal at the end of the contract. Additionally, the company continuously seeks new clients to replace those who decide not to renew.

1.2. Risk from inability to renew or cancellation of land leases or various concessions

Most of the company's advertising media are located on lands owned by others or use assets of others under concession agreements. If these agreements expire and cannot be renegotiated or cancelled, they could impact the company's ability to serve its clients, thus reducing income and profits. To mitigate this risk, the company usually secures long-term contracts to ensure continuity in service capability.

1.3. Supplier sourcing risk

The company assesses supplier risks by considering its suppliers' environmental, social, and governance impacts. This analysis involves four steps:

- 1) Expenditure analysis covering all types of procurement, focusing on suppliers with high spending volumes.
- 2) Risk assessment of suppliers' environmental, social, and governance operations, identifying risks to organizational sustainability in the procurement process, such as child labour.
- 3) Importance analysis of suppliers, based on criteria such as:
 - High service expenditure through the supplier
 - Components or services critical to the company's operations
 - Difficult to replace products or services, with no available alternative providers
- 4) Development of measures to mitigate potential impacts from suppliers, based on the risk assessment and importance analysis, to prepare the company to handle high-risk and critical suppliers, with measures including:

A Critical Supplier is one with high expenditures and significant risk levels or one that provides hard-to-replace products. Such suppliers are subject to annual audits and site visits. These suppliers must establish a plan and mitigation strategies to reduce potential risks and impacts, ensuring they can manage risks at levels that do not adversely affect the business, community, and environment.

A Non-Critical Supplier has moderate to low spending and risk levels. Such suppliers must undergo supplier assessments or operational checks according to sustainable practice guidelines and be evaluated by relevant departments, such as user departments or related entities.

2. OPERATIONAL RISK

2.1. Risk from the stability of the information technology system

The company uses IT systems to enhance operational efficiency. Significant failures in these systems, such as data loss, could impact the company's operations. The company has implemented an efficient and sufficient data backup system to prevent data damage.

2.2. Risk from delayed product delivery by suppliers

The company's service contracts typically specify delivery timelines. If the company fails to deliver products to customers on time, it may incur penalties to compensate for potential damages, affecting its revenue and profits. Furthermore, this could damage the company's reputation and customer trust, causing a loss of future business opportunities.

3. REGULATORY RISK

3.1. Risk from operating under concession agreements with government entities

The company must engage in numerous contracts with government and private entities, such as land lease agreements for advertising installations. Therefore, there may be discrepancies in the terms or compliance requirements within these contracts, and the company cannot guarantee that the government will not change or expand the scope of concession policies, as these are at the discretion of the government agencies alone.

3.2. Impact from regulatory compliance that may incur high costs

The company's operations are subject to Thailand's laws and regulations, which include environmental protection and safety and health standards for employees. Consequently, the company must comply with these standards and employ experts to manage legal and regulatory compliance, maintain equipment, and oversee other operational practices. Changes in these laws and regulations may necessitate operational and asset management adjustments within the company, potentially leading to increased future costs.

3.3. Risk from government policies or relevant authorities

Advertising is indirectly affected by government policies or related regulatory bodies. For instance, government policies that could impact the company's operations include taxation policies, such as tax rates on advertising signs.

4. SOCIAL AND ENVIRONMENTAL RISK

4.1. Risk related to climate change

Rising temperatures highlight global concern about climate change, which could lead to various natural disasters, such as severe weather changes. These events could significantly impact the company's primary business operations. For instance, they might disrupt the supply chain, causing delays in supplier delivery schedules of goods.

ASSESSMENT OF SUPPLIER RISKS THAT COVERS THREE KEY ISSUES IN ECONOMIC, SOCIAL, AND ENVIRONMENTAL DIMENSIONS

SUPPLIER RISK ASSESSMENT		
ECONOMIC DIMENSION	SOCIAL DIMENSION	ENVIRONMENTAL DIMENSION
<ul style="list-style-type: none"> Risk from the financial status and stability of the supplier 	<ul style="list-style-type: none"> Risk from the use of child labour, illegal foreign labour, and human rights violations 	<ul style="list-style-type: none"> Risk related to climate change
<ul style="list-style-type: none"> Risk from suppliers with high transaction values 	<ul style="list-style-type: none"> Risks related to safety and occupational health 	<ul style="list-style-type: none"> Risks associated with environmental care and waste management

RISK MANAGEMENT PROCESS

The company focuses on appropriate risk management, essential for operating under conditions of uncertainty and continual change, enabling it to achieve its set objectives and goals. Simultaneously, this helps enhance competitive capabilities and business growth and/or creates new business opportunities. The risk management process at the business group or business line level includes the following steps:



- 1. Risk Identification:** This involves recognizing risks that could potentially occur and negatively impact achieving the organization's or business's objectives.
- 2. Risk Analysis and Assessment:** This step involves analyzing the causes of identified risks, assessing the likelihood of risk events occurring, and the potential impact or severity of the damages that could result. This helps to categorize and prioritize existing risks.
- 3. Risk Management Planning and Strategy Development**
- 4. Implementation of Risk Management Strategies**
- 5. Monitoring and Evaluation:** This involves tracking progress and evaluating the effectiveness of the risk management practices by comparing them against predefined risk management indicators. This also includes reviewing the outcomes of action plans and continuously reassessing risk management strategies.

In 2023, the company found no significant risks in its key supplier risk assessment.

TRANSPARENCY IN THE SUPPLY CHAIN AND MANAGEMENT OF IMPACTS

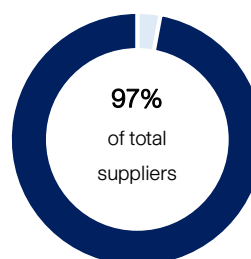
PLANB has established a process for identifying key suppliers annually to develop strategies for managing supplier relationships, prioritizing resource allocation and risk management. The factors considered in identifying key suppliers include the maturity of the supplier's sustainable business practices, the supplier's business objectives (and their alignment with PLANB's goals), suppliers that provide critical materials, irreplaceable suppliers, and the level of mutual dependence between PLANB and its suppliers. These factors enable PLANB to identify and mitigate potential risks throughout the supply chain procurement process.

- **100% of key suppliers are aware of the supplier code of conduct**

Proportion of Key Suppliers



Proportion of Suppliers Located in Thailand



PLANB considers sustainability factors throughout the procurement process and mandates that suppliers adhere to specific supplier guidelines and undergo strict screening, considering environmental, social, and governance (ESG) factors and quality audit processes. These are enforced for 100% of PLANB's suppliers. PLANB also sets sustainability as a criterion in evaluating supplier qualifications, the bidding process, and supplier performance assessment. PLANB has specified requirements for key suppliers and strategic supplier groups to enforce critical policies that align with PLANB's standards and ensure that PLANB's indirect suppliers comply with PLANB's sustainability requirements.

- **100% of PLANB's Tier 1 suppliers acknowledge and accept the supplier guidelines**

SUPPLIER CODE OF BUSINESS CONDUCT

The company has established a procurement code of conduct for suppliers to define guidelines for sustainable business practices between the company and its suppliers. This sets standards and practices for transparency, equality, and fairness throughout the cooperative process, covering environmental standards, human rights, occupational health, safety, and ethical principles. The company also encourages its suppliers to apply these practices with their suppliers, promoting sustainability throughout the value chain and fostering long-term value creation with partners.



INFORMATION SECURITY AND DATA PRIVACY

(GRI 418-1)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> No complaints from government agencies, clients, or other relevant parties about the wrongful use of personal information are present 	<ul style="list-style-type: none"> No complaints from government agencies, clients, or other relevant parties about the wrongful use of personal information are present 	<ul style="list-style-type: none"> No complaints from government agencies, clients, or other relevant parties about the wrongful use of personal information are present
<ul style="list-style-type: none"> No breach of information security or other cybersecurity incidents 	<ul style="list-style-type: none"> No breach of information security or other cybersecurity incidents 	<ul style="list-style-type: none"> No breach of information security or other cybersecurity incidents All employees received personal data protection training

**The target is part of the executive compensation index*

The rapid advancement and increasing reliance on technology today can pose risks from cyber threats and the security of personal information. PLANB recognizes the importance of information technology systems in mitigating such risks to business operations, credibility, reputation, and stakeholder confidence. Consequently, the company adheres to data security policies and implements various personal data protection measures, enhancing employee awareness about cyber security threats.

The company complies with the Personal Data Protection Act (PDPA) of 2019 and the Cyber Security Act of 2019, along with other relevant data storage, recording, usage, retention, and disposal regulations. PLANB has appointed a Data Protection Officer (DPO) to oversee privacy-related issues. In 2022, the company upgraded its IT and data privacy operations by regularly reviewing IT practices and policies to ensure all employees are equipped to protect client data.

The company's operations involve handling the personal data of various stakeholders, including customers, partners, and employees, across different departments. Missteps in practices such as notifying privacy policies, obtaining consent, responding to data owner rights, and managing data breaches can significantly risk the company's reputation and potential liability if a privacy breach occurs. Since enforcing the PDPA on June 1, 2022, the company has recognized the importance of complying with this and other related regulations. It has established a personal data protection committee to develop policies and procedures that are regularly updated to align with legal and regulatory requirements and to mitigate any potential damage from data leaks. Additionally, the company has plans to ensure all employees within the company and its subsidiaries are aware of the procedures related to personal data storage, destruction, and modification requests by data



owners and to inform partners and customers about the company's data protection policies and practices, ensuring compliance with the PDPA and effective collaboration.

Additionally, the company uses a Consent Management System (CMS) to align its operations with the PDPA, integrating it into its website. This system supports the business process of collecting and using personal data (RoPA), facilitating easy requests from data owners. The personal data protection team works with relevant units to train data owners, data supervisors, and users, ensuring adequate protection of personal data related to customers and stakeholders.

Consent Form for the Use or Disclosure of Personal Data of Applicants Applying for Employment with Plan B Media Public Company Limited

**หนังสือยินยอมให้ใช้หรือเปิดเผยข้อมูลส่วนบุคคลของผู้สมัคร
เพื่อสมัครงานกับบริษัท แพลน บี มีเดีย จำกัด (มหาชน)**

ด้วยบริษัท แพลน บี มีเดีย จำกัด (มหาชน) (“บริษัท” หรือ “แพลนบี”) มีความประสงค์ที่จะเก็บรวบรวม ใช้ และเปิดเผยข้อมูลส่วนบุคคลของข้าพเจ้า เพื่อนำไปใช้ประโยชน์เกี่ยวกับการพิจารณาการสมัครงานของข้าพเจ้ากับบริษัท และหรือบริษัทในเครือในกลุ่มของแพลนบี ตามที่กำหนดไว้ใน “นโยบายการคุ้มครองข้อมูลส่วนบุคคล” ของบริษัท

ข้าพเจ้า (ชื่อ-นามสกุล) _____ จึงขอให้ความยินยอมในการเก็บรวบรวม ใช้ และเปิดเผยข้อมูลส่วนบุคคลของข้าพเจ้าแก่แพลนบี ดังต่อไปนี้

- ข้อมูลส่วนบุคคลที่มีความอ่อนไหว**

ข้าพเจ้า ยินยอมให้บริษัทจัดเก็บข้อมูลส่วนบุคคลที่มีความอ่อนไหวของข้าพเจ้า เพื่อดำเนินการดังต่อไปนี้

 - เพื่อดำเนินการตรวจสอบประวัติและคุณสมบัติของข้าพเจ้าก่อนการจ้างงานภายใต้ขอบเขตของกฎหมาย รวมถึงการตรวจสอบประวัติอาชญากรรม ประวัติสุขภาพ และตรวจสอบข้อมูลจากบุคคลอ้างอิงที่ท่านระบุ

ยินยอม ไม่ยินยอม
 - เพื่อประโยชน์ในการบริหารจัดการภายในองค์กรเกี่ยวกับกระบวนการจ้างงาน เช่น การส่งข้อมูลผู้สมัครหรือรายงานการสัมภาษณ์ให้ฝ่ายที่เกี่ยวข้องและผู้มีอำนาจตัดสินใจคัดเลือก กระบวนการภายในเพื่อจัดทำสัญญาจ้าง รวมถึงกระบวนการบริหารงานบุคคลอื่นๆ

ยินยอม ไม่ยินยอม
- ข้าพเจ้ายินยอมให้บริษัทดำเนินการเก็บรวบรวมข้อมูลของข้าพเจ้าทั้งโดยตรงและจากแหล่งอื่นได้ เช่น หน่วยงานราชการ บุคคลอ้างอิงที่ท่านระบุในแบบฟอร์มสมัครงานของบริษัท หรือแหล่งข้อมูลสาธารณะอื่นๆ

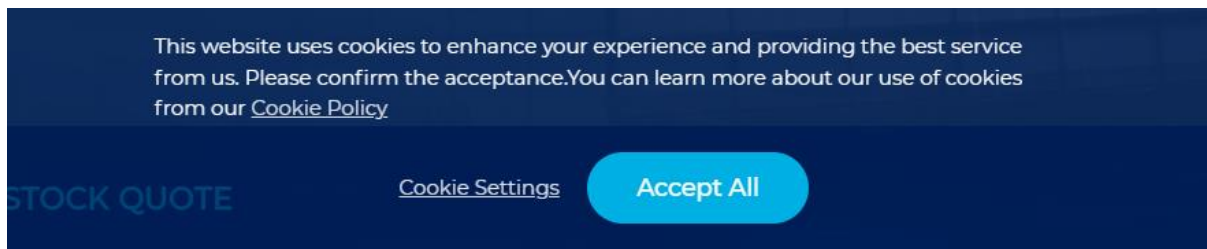
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- ข้าพเจ้ายินยอมให้ บริษัทเปิดเผยข้อมูลส่วนตัวของข้าพเจ้าให้แก่บริษัทในกลุ่มแพลนบีและบริษัทในเครือ และบุคคลภายนอก เพื่อดำเนินการตามวัตถุประสงค์ที่ระบุไว้ในการคุ้มครองข้อมูลส่วนบุคคลของบริษัท

ยินยอม ไม่ยินยอม
- ข้าพเจ้ายินยอมให้บริษัทสามารถเก็บข้อมูลส่วนบุคคลของข้าพเจ้าต่อไปได้เป็นเวลา 2 (สอง) ปี หากบริษัทตัดสินใจไม่ประสงค์ที่จะจ้างข้าพเจ้าเป็นพนักงานสำหรับตำแหน่งงานที่ข้าพเจ้าได้สมัครไว้ ภายหลังจากที่บริษัทพิจารณาคุณสมบัติต่างๆ ของข้าพเจ้าแล้ว

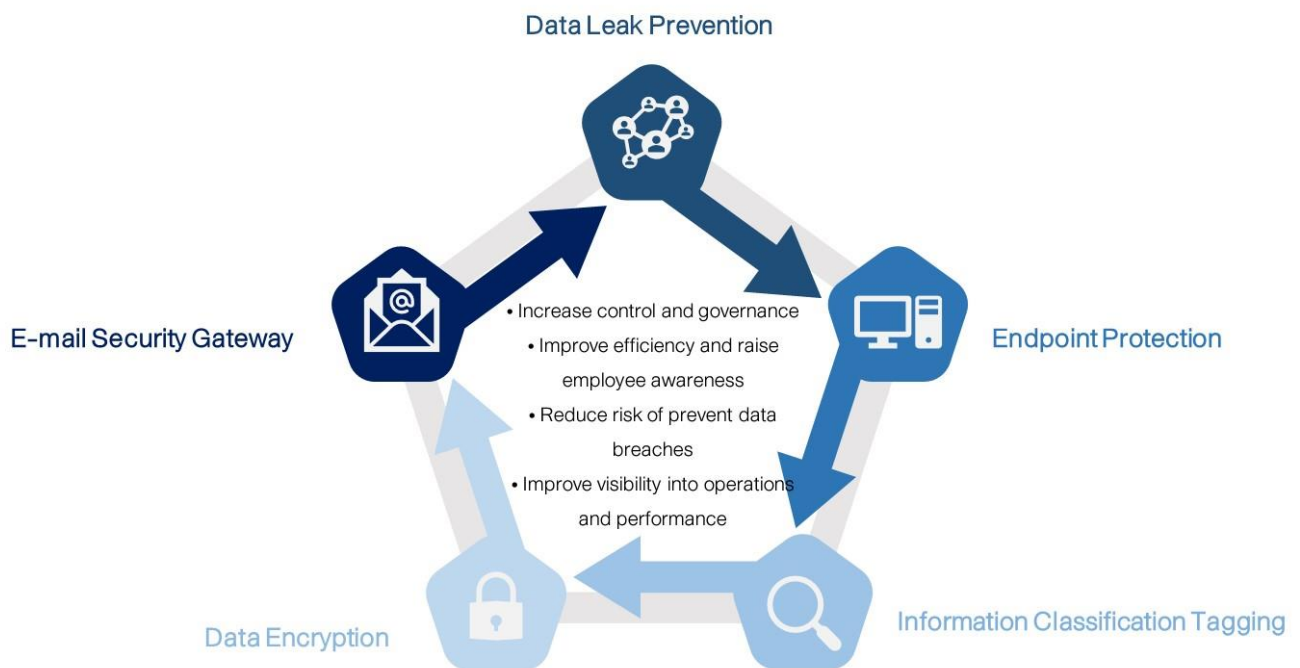
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THE COMPANY'S WEBSITE COOKIE POLICY



The company has implemented a data leakage prevention system to reduce the risk of data breaches and enhance the efficiency of the information technology infrastructure. At the same time, it fosters a culture of responsible data usage by establishing ethical data use policies and practices. Additionally, it raises awareness about data protection and communicates information technology news through newsletters and internal audits.



CYBER SECURITY AND CUSTOMER PRIVACY PROTECTION

The Company recognizes the importance of cybersecurity and the stability of information networks, which are vulnerable to diverse and complex data theft and cybercrimes and may affect stability in economic, social, and environmental dimensions and the confidence of suppliers and customers towards the Company. Furthermore, the Company understands that it is essential to strictly comply with national and international cybersecurity and data privacy laws to prevent cyber threats and reduce the impact of data leaks on the public.

The company has developed an information security policy that is enforceable for all employees and associates who work on behalf of the company. This policy is designed to provide a framework for the practices needed to secure the company's information assets, ensuring compliance with legal requirements and relevant regulations. It covers various aspects of information security, including the structure of the information security, personnel-related security, asset management, access controls, physical and environmental data encryption, operational and communication aspects, relations with external service providers, information security incident management, and business continuity management related to information security. Internal and external inspectors regularly review and audit the policy to ensure compliance. Additionally, the company has developed business continuity plans and information recovery plans to ensure preparedness and effective management following potential business disruptions.

Furthermore, the company organizes an annual training course called "Cyber Securities & Basic Computer Troubleshooting Methods" for all organizational employees to enhance their awareness of cybersecurity risks and basic troubleshooting. The 2023 edition of this training was conducted online with 92 participants.

Protecting data privacy for all stakeholders—customers, employees, business partners, and shareholders—is of the utmost importance to PLANB. To announce its commitment to data privacy, the company has established a privacy policy compliant with the Personal Data Protection Act of 2019. Training related to these regulations is conducted to raise employee awareness and prepare the board of directors with the knowledge needed to enforce the law. PLANB uses customer data only for purposes outlined in the privacy policy and/or for which consent has been given as legally required.



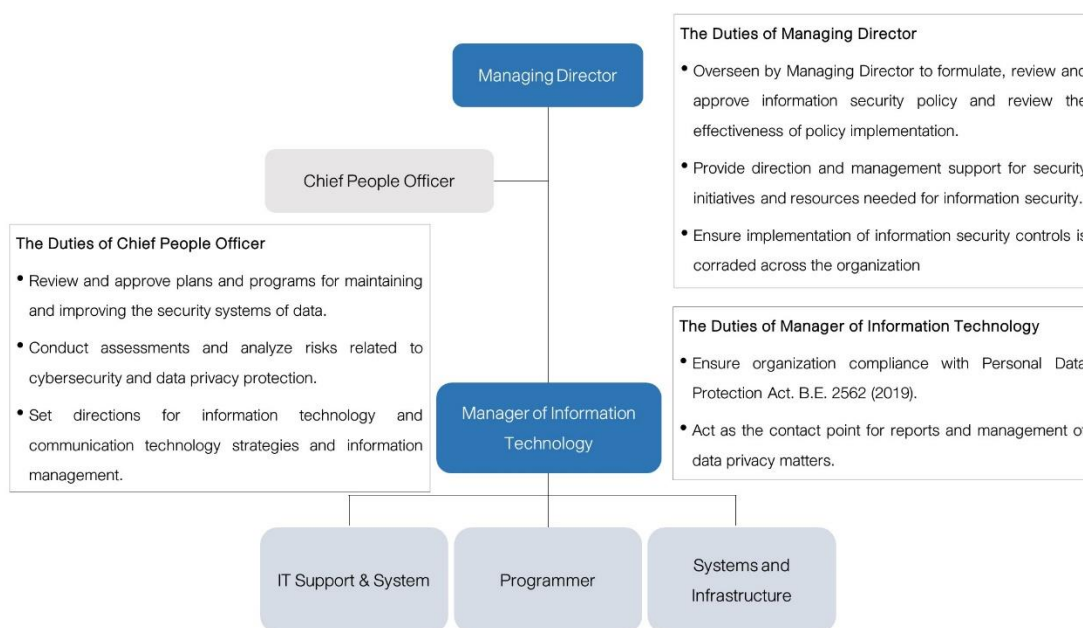
DATA SECURITY MANAGEMENT

The company has established a data security policy to provide a framework for data security and privacy activities and to ensure compliance with regulatory requirements and related contracts. Everyone involved with the company's information systems must adhere to this policy, and failure to comply can result in disciplinary action. Additionally, the company has implemented a data security risk management system, which includes:

1. **Analysis:** Using systematic risk analysis and risk management planning methods.
2. **Assessment:** Incorporating risk assessments as part of project management processes and business development cycles.
3. **Control:** The risk management methods include risk avoidance, risk transfer, risk mitigation, or risk acceptance. Risk mitigation requires selecting and implementing control measures to reduce risks to an acceptable level.
4. **Monitoring** Recording the outcomes of data security risk assessments and control plans, coupled with periodic re-evaluation of data security risks to ensure ongoing vigilance

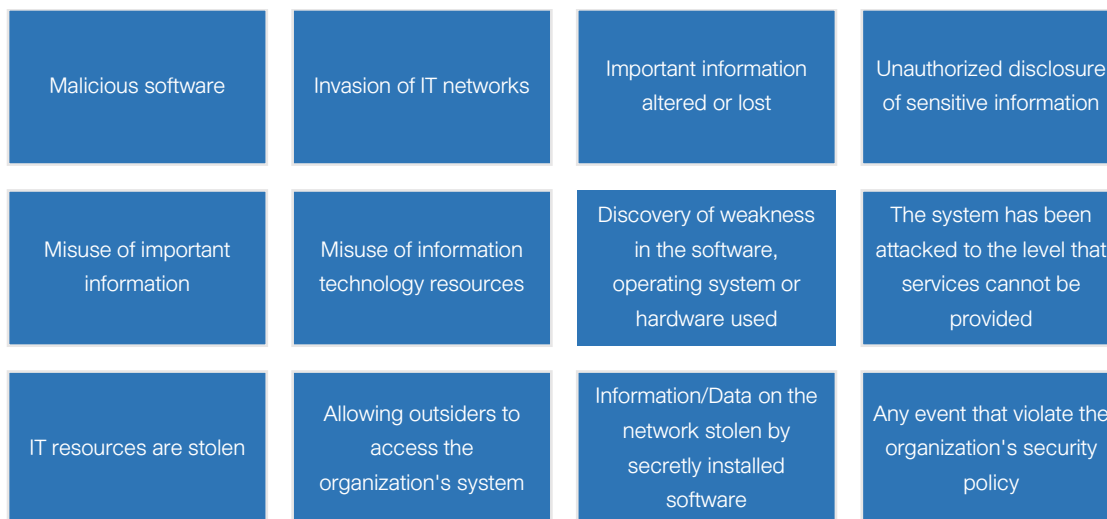
In addition, PLANB has developed a policy on data and cyber security, the enforcement of which covers employees and associates acting on behalf of the company. This policy is designed to provide a framework for information security practices within the company to ensure compliance with various regulations and standards. It details the company's information security structure, personnel security, asset management, access controls, encryption of physical and environmental data, operational and communication aspects, relations with external service providers, management of information security incidents, and business continuity management for information security. This policy will be regularly reviewed and audited to ensure compliance with established requirements.

IT SECURITY AND CYBERSECURITY GOVERNANCE



PROCEDURES FOR SECURITY INCIDENTS

The Company has a policy when encountering security incidents as follows:



In the event that an employee violates the policy related to the use of information technology systems and it causes damage to the Company or may prove to cause damage according to the opinion of the Company's executives, such employee who commits the offences acknowledges and agrees that the Company is allowed to punish such employees as deemed appropriate for the incidents, whether it is a verbal warning, a notice, or a termination of employment contract according to the rules and regulations of the Company.

In case of severe damage to the Company by an intentional act or gross negligence, the employee who commits such offences acknowledges and agrees to allow the Company to act following the punishment above and agrees to compensate the Company for the actual damage to the Company caused by their actions.

INFORMATION SECURITY AND DATA PRIVACY RESULTS

The company is committed to developing systems and managing information security continuously. For example, to ensure that data breaches are 100 per cent wholly prevented according to the goal, whether it be data leakage or loss.

RESULTS	2021	2022	2023
Number of complaints from external and confirmed by PLANB's internal	0	0	0
Number of complaints from the Corporate Governance Committee	0	0	0
Number s of breaches of information security or other cybersecurity incidents	0	0	0



The company utilizes closed-circuit television (CCTV) devices to monitor designated areas both inside and around the buildings and facilities to protect life, health, and property. We collect personal data of board members, employees, contractors, workers, visitors, or anyone entering the monitored areas within our buildings, sites, and facilities using CCTV equipment. The company has issued this policy to provide information about the collection, use, disclosure, and transfer of personally identifiable information. More details can be found in the [CCTV Policy](#).

SOCIAL DIMENSION



OCCUPATIONAL HEALTH AND SAFETY

(GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-8)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> 100% of the Company's employees and suppliers receive training in safety 	<ul style="list-style-type: none"> Policies, procedures, and safety training are developed for the Company's employees 	<ul style="list-style-type: none"> Policies, procedures, and safety training are developed for the Company's employees
<ul style="list-style-type: none"> Zero accident 	<ul style="list-style-type: none"> Zero accident 	<ul style="list-style-type: none"> Zero accident
<ul style="list-style-type: none"> No accidents or injury rates resulting in work stoppages 	<ul style="list-style-type: none"> No accidents or injury rates resulting in work stoppages 	

**The target is part of the executive compensation index*

Responsibility toward safety, occupational health, and good working environments is an integral aspect of the success of any business operation. At PLANB, the company is committed to being a zero-accident organization that prioritizes the safety of its employees and the public. Accordingly, PLANB continuously advances employees' safety, health, and well-being.

PLANB has established an Occupational Health and Safety (OHS) Policy for all employees, contractors, suppliers, and relevant stakeholders. Occupational health and safety at the company are overseen by the Safety Committee and appointed Safety Officers. PLANB manages and identifies opportunities to continuously improve the organization's OHS management system in alignment with International Organization for Standardization (ISO) 45001 standards, including relevant laws and regulations. Risks from work-related hazards associated with the company's advertising business operations are assessed and prioritized regularly. The risk assessment process includes the following:

- 1) Identifying and assessment of work activities
- 2) Applying the hierarchy of controls and action plans to eliminate hazards and minimize risk
- 3) Implementing and evaluating progress to prevent health risks
- 4) Effective communication

Employees can report work-related hazards and hazardous situations during monthly safety meetings or submit an incident report for further investigation following the process prescribed under the OHS Operation Manual. Additionally, employees are encouraged to report OHS-related concerns via the company's provided whistleblowing channels by the Code of Conduct, where the reporter will be protected against reprisals. Employees can stop work and notify relevant personnel for further management in situations that cause injury or ill health. Furthermore, a Corporate Business Continuity Plan (BCP) was also established to prepare for and respond to emergency health-related situations, such as a pandemic crisis, that could cause potential business disruption.



The company also places importance on the safety of customers and stakeholders, with measures and operations in place to ensure safety, confidence, and peace of mind for all customers and partners who utilize the services. PLANB regularly organizes various health promotion activities for employees to strengthen the organization's safety culture. The project includes annual health check-ups, fitness, and other activities, i.e. marathons. Moreover, PLANB provides occupational safety and health training to instill awareness and reduce adverse health and safety incidents that may occur to employees and related parties. This training course is conducted annually for all employees, covering topics such as:

- **Organizing "5S" activities** to maintain a safe and hygienic working environment suitable for the nature of work of each department

Examples of promoting environmental conservation in the workplace.



- **Annual fire drill training for employees**



- Training on safety and basic knowledge of electricity



- Training on safety in installing electrical equipment



- Training on the use of automatic electric defibrillators (AED)



- Safety training in working with heat and sparks (Hot Work)



- Training on work safety at heights (High Work)



- Training on First aid and Cardiopulmonary Resuscitation (CPR)



HUMAN RESOURCE DEVELOPMENT AND WELL-BEING

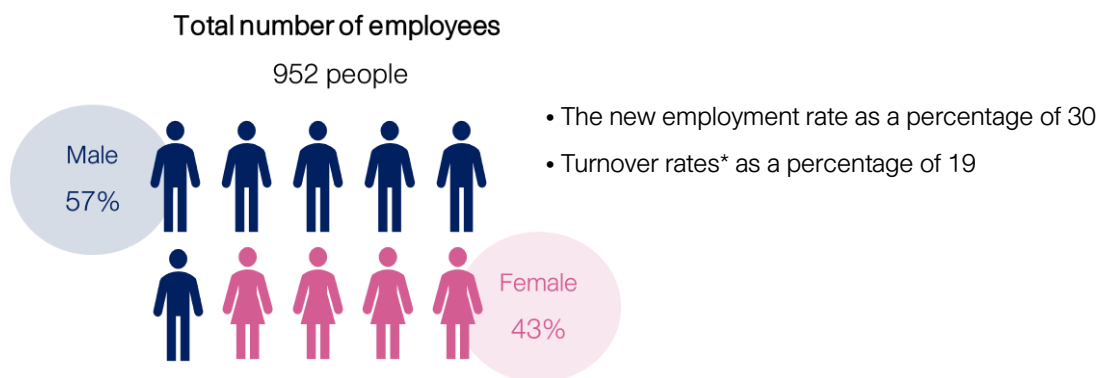
(GRI 2-7, 2-19, 401-1, 405-1)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> Employee engagement rate with the organization is not less than 90% 	<ul style="list-style-type: none"> Employee engagement rate with the organization is not less than 80% 	<ul style="list-style-type: none"> Employee engagement rate with the organization is not less than 80%

**The target is part of the executive compensation index*

Cultivating employee capabilities is deemed essential, as well as developing existing skills and encouraging personnel to enhance their knowledge and acquire new competencies. Given the rapid pace of change businesses face, employees must adapt and prepare to promptly address impending changes. PLANB places significant emphasis on human resource development, encouraging employees to enhance their specialized skills further to mitigate the risk of workforce displacement by new technologies and innovations.

PLANB strengthens the relationship between employees and the company's core values and Brand DNA through the Culture and Core Value of Believing in Long-Term Sustainable Value, driven by the PLANB Leadership DNA program. PLANB also provides Learning & Development and Upskills Programs for leaders and staff to boost their learning and potential. Additionally, PLANB embraces Succession Planning & Career Development Programs to develop the talent and competency of PLANB successors according to their career paths, aiming to increase the number of successors. For critical positions, PLANB aims for 100% of critical positions to have PLANB internal successors by 2027.



Note: The total number of 952 employees is calculated specifically for permanent employees, including the 19% who voluntarily resigned

Furthermore, we believe that attractive workplaces, high employee retention, and an effective talent development plan are essential for PLANB's success. PLANB strives to unlock our people's potential and empower them by fostering a supportive working environment and ensuring their talents are appropriately recognized and rewarded. Hearing the voice of our people is vital to PLANB.

We invest in our talent to drive PLANB's growth and cultivate outstanding individuals who can contribute to society while embodying PLANB's values through AGILE: Active, Growth, Innovation, Leadership,

Scan this QR code for

[TREATMENT OF EMPLOYEES POLICY](#)



and Expertise. Moreover, we aspire to be recognized as one of the premier employers in the industry, attracting talent at all levels and championing gender equality.

At PLANB, achieving gender equality in the workplace is a top priority. We provide equal opportunities, and career progression is based on individual capabilities, without gender bias. In 2023, we disclosed basic employment statistics concerning workforce breakdown, gender pay, new employee hires, employee turnover, and parental leave.

EVALUATION OF THE BOARD'S PERFORMANCE

The company has established criteria for annually evaluating the performance of its board members to ensure adherence to good corporate governance practices for registered companies. The evaluation format includes both individual and collective assessments to enhance operational efficiency. Additionally, compensation for company leaders (CEO or equivalent) and board members is aligned with performance. The results of the board's performance evaluation for 2023 are as follows:

Individual self-assessment of the committee		Self-assessment of the entire committee	
Percentage score	95.78	Average score of individual board members	Percentage score 90.78
Self-assessment of the Chief Executive Officer		Corporate Governance Committee	Percentage score 95.83
Percentage score	97.73	Nomination and Remuneration Committee	Percentage score 87.12
Self-assessment of the Managing Director		Risk Management Committee	Percentage score 91.58
Percentage score	97.73	Audit Committee	Percentage score 88.59

Note: Additional details of the individual committee member performance evaluation can be found on page 135.

MANAGEMENT OF HIGH-POTENTIAL EMPLOYEES

(GRI 404-3)

Realizing the importance of driving the organization toward sustainable development, the Company has prioritized human resources management in attracting, motivating, and retaining potential talent. In addition, the Company also values human resources development through competency development programs, job coaching, and performance appraisals. This includes learning relevant and/or new knowledge to enhance career advancement opportunities and prepare personnel for future challenges.

The proportion of employees who have been evaluated for their job performance and have received personnel development



The company prioritizes attracting and retaining highly skilled employees. Therefore, it provides employees with opportunities for self-development and professional growth through knowledge and skills, aiming to foster career advancement for all staff members. The company offers employees equal opportunities and career advancement paths, based on individual work capabilities, without gender bias. This approach ensures strategic human resource management and enhances staff development throughout the organization, from hiring suitable candidates to fostering strong bonds through various activities, offering joyful work experiences, and promoting employee engagement. This commitment aligns with the organization's vision, mission, values, and brand DNA.

The Company is committed to cultivating and building talent through competency development programs, on-the-job training, and performance appraisals to create career advancement opportunities and enhance problem-solving skills at work. Tailored for each employee, the Company's learning plan is based on many aspects covering corporate culture, leadership, and competency in roles, duties, and responsibilities.

- Recruit talents with knowledge and expertise who benefit the Company through an employee referral program or the referral program. For example, this can help introduce the company to students about to graduate with a bachelor's degree, including public relations through various channels such as websites, social media, etc.
- Develop and support employees to have adequate knowledge and expertise to perform through talent management programs that provide learning and development opportunities and career advancement
- Provide a successor program to prepare future leaders or successors to promote business continuity in case of vacancies in key positions

PLANB has developed learning and development plans for employees over the past year to cope with the business challenges.

- **As an organization driven by role-based competencies**, the company has formulated strategies and employee learning programs that align with business challenges, offering learning opportunities through activities that foster our business growth. The company believes that being driven by role-based competencies enables all employees to navigate potential challenges from fluctuations. Moreover, it enhances employees' capabilities to succeed in their roles. Therefore, to cultivate and uphold an organization driven by role-based competencies as outlined, the company underscores communication from senior management and supports departmental operations based on best practices, as follows:
 - Define role-based practices and establish clear success metrics across all departments
 - Mandate all departments to incorporate considerations for business growth into their plans
 - Require all departments to devise a 5-year strategic plan
- **Cultivating a culture of self-directed learning** PLANB has promoted employee skill development and competence through diverse learning platforms. This includes online learning courses consisting of 20 modules aimed at enhancing individual professional development skills. The company has prepared various learning channels, including online and short-form learning options, allowing employees to choose their preferred learning areas. This encompasses summaries from books and podcasts, encouraging employees to engage in self-directed learning behaviours. Additionally, the Skilllane platform (TUXSA) offers learning opportunities designed to lead to success, with expert content from renowned universities. The company has curated a variety of courses for employees, such as courses on advanced knowledge development, data analysis, and information technology. These course contents adhere to international standards to promote employees' acquisition of new skills. Furthermore, they help enhance capabilities and support organizational development with business growth.

2023 PERFORMANCE

Employees who participated in the program and underwent development as planned accounted for 90.5% of the total target group (67 out of 74 target individuals). Progress was monitored quarterly through various development programs such as the Leadership and Business Management Development Program and the Self-learning Program titled "Future Skills Development through Online Master's Degree Courses" from Thammasat University and SkillLane (TUXSA). Upon completing the program, employees will engage in knowledge exchange activities to further enhance collective experiences beyond knowledge and skill development for readiness for growth. Furthermore, the company recognizes the importance of listening to employee feedback for continuous improvement and fostering employee engagement. By organizing management meetings every six months, employees from various departments could engage in candid discussions with senior management and actively express their opinions on collective organizational development.



The company realizes the training of compliance courses to strictly comply with the laws, such as training for Safety Training at management, supervisory and staff levels, Basic Fire Fighting, Environmental Management Systems, First Aid & CPR, etc. It also encourages continual self-development through target self-learning, 20 hours per year per person, to promote a life-long learning culture, human rights, and sustainability development.

In 2023, the company provided e-learning courses via PLANB Academy Center to gain new skills and earn a certificate of completion to develop executives and employees with high potential; the company also encourages senior executives to attend the Director Certification Program (DCP) training with the Thai Institute of Directors to provide the skills and knowledge of good corporate governance essential for board members to critically improve and continually develop the overall performance of directors lead to effective directorship practices and good business outcomes to all stakeholders.

LEARNING AND DEVELOPMENT PROGRAM

The company emphasizes providing opportunities and fostering skill development for employees, including enhancing their abilities to adapt promptly to current circumstances. In the process of skill development, we focus on both refining existing skills and acquiring new ones. In 2023, the company developed numerous training courses covering employees at all levels and various job functions. This enables employees to develop their potential in alignment with their respective scopes of work, as follows:

TRAINING TYPE: LEADERSHIP	EXAMPLES OF TRAINING COURSES
	<ol style="list-style-type: none"> 1) AGILE PLANB DNA 2) Leading oneself 3) Team collaboration 4) Leadership skills for the team lead 5) Leadership Development Program (LDP)
TRAINING TYPE: BUSINESS ESSENTIAL	EXAMPLES OF TRAINING COURSES
	<ol style="list-style-type: none"> 1) Ads 230 screens + campaign media loop 2) Design Thinking 3) LDP Talk, The story of leader with Ken Nakarin 4) Legal 101: Laws Related to Advertising 5) Professional Interviewer 6) Response to Dynamic Media Evolution 7) Service Design 8) Coaching for Work Performance Results 9) Advertising and Sports Business of PLANB 10) Maximizing the Benefits of Using SkillLane Techniques

TRAINING TYPE: EXPERTISE	EXAMPLES OF TRAINING COURSES
	<ol style="list-style-type: none"> 1) Business automation with AirTable 2) Sales Training Program 3) Salesforce and Power BI systems 4) Project management 5) Team collaboration 6) Data visualization for business insight 7) Calculation of signboard tax
TRAINING TYPE: DIGITECH	EXAMPLES OF TRAINING COURSES
	<ol style="list-style-type: none"> 1) Cyber Security: Prevention Methods and Computer Issue Resolution 2) Understanding AI and ChatGPT in Just Two Hours 3) Mastering ChatGPT, AI tools: Complete guide Bootcamp
TRAINING TYPE: DATA & DESIGN	EXAMPLES OF TRAINING COURSES
	<ol style="list-style-type: none"> 1) Out-of-Home Media Image Layout Composition 2) Converting Data into Assets 3) Principles of Dashboard Design 4) Creating Dashboards Using Data Studio 5) User Experience Design 6) Service Design for Users
TRAINING TYPE: SAFETY	EXAMPLES OF TRAINING COURSES
	<ol style="list-style-type: none"> 1) Training on the use of automatic electric defibrillators (AED) 2) Installation and inspection of scaffolding 3) Training on First aid and Cardiopulmonary Resuscitation (CPR) 4) Training on safety in installing electrical equipment 5) Safety training in working with heat and sparks (Hot Work) 6) Training on work safety at heights (High Work)

LEARNING AND DEVELOPMENT VIA PLANB ACADEMY CENTER

PLANB Academy Center is an e-learning centre that will help develop careers for employees through more than 200 courses in leadership, business, digital technology, design data, and AGILE PLANB DNA. In addition, the company encourages self-development through target self-learning at 15 hours per year per person.

TRAINING AND DEVELOPMENT

NUMBER OF TRAINING HOURS (PER PERSON)	2021	2022	2023	2024 TARGET
Overview of all employees	10.81	15.83	45.80	> 50.00
Segmentation by job levels				
Executive Level	4.90	23.21	30.53	> 35.00
Supervisor Level	13.14	18.58	53.14	> 60.00
Managerial Level	10.44	22.04	47.13	> 50.00
Operational Level	10.38	13.84	43.83	> 50.00

NUMBER OF TRAINING HOURS

Employee training hours information

41,224 hours



Examples of training and development programs for employees in 2023

“AI-First Culture: Working Culture Utilizing AI as an Assistant”

Background and Significance:

The company emphasizes developing employee skills within the organization to align with the evolving work landscape, particularly in the era of AI. It supports employees in utilizing tools related to Generative AI to generate new ideas and innovations, increase efficiency, and reduce unnecessary tasks, thereby fostering the sustainable development of the organization in the dimension of people.

Program Objectives:

1. Strengthen everyone's skills to adapt to the Gen AI era effectively (AI will not replace you; a person using AI will)
2. Utilize the benefits of AI & ChatGPT as assistants (Co-Pilot) to enhance work efficiency

Program Format:

1. Training: Diverse Training Courses
2. Activities: Participatory Activities
3. Communication: Updates on News/Knowledge
4. Community of Practice (CoP): Practitioner Community
5. Tool & System: Supportive Tools from the Company

Program Goals:

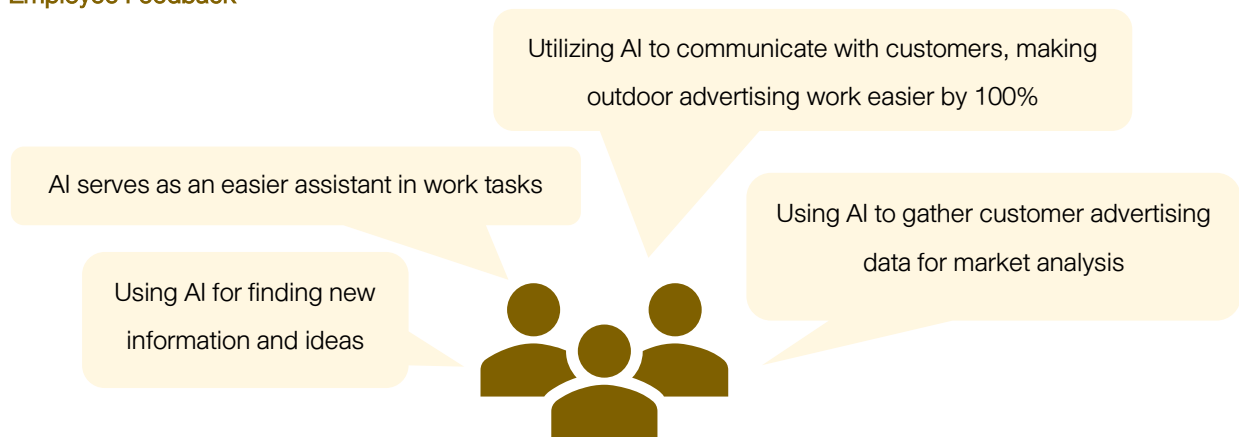
Enable Generative AI & ChatGPT as primary skills for all PLANB employees, starting from Q4/2023 onwards, for 100% of PLANB employees (approximately 950 people).

Impact:

1. 110 employees have undergone training in the "Understanding AI and ChatGPT in Just Two Hours" course and received evaluation scores as follows:



Employee Feedback



170 employees participated in supplementary activities to enhance participation in using Generative AI organized by the company since the fourth quarter of 2023.

Benefits derived from training and skill development for employees:

1. People Capability

Trainees can utilize Generative AI & ChatGPT to enhance work efficiency by finding information relevant to job tasks, drafting business emails, and creating images.

2. Organization Development

Digital team members initiated the "Photo Sorting Project," an innovative use of AI to sort customer advertising photos accurately. This increased sorting speed by 80% compared to the previous manual sorting method.



SUCCESSION PLAN

The succession plan refers to the policy of identifying high-potential employees who can succeed in critical company positions, ensuring strong business continuity and unleashing their potential to become top management at PLANB.

In 2023, PLANB implemented a succession planning project according to the succession planning framework by identifying critical positions and then potential successors using the 9 - grid box model (performance and potential assessment). In addition, PLANB helped identify successors to develop the accelerated development plan (ADP) to close the competency gap of each successor. Currently, PLANB has started identifying successors for the head of the department and section head from all levels of employees, referring to Phase 3 of the succession planning implementation plan. PLANB plans to implement the succession planning into 3 phases:

- Phase 1: To identify successors of Chiefs of BU/Function
- Phase 2: To identify successors of direct Chiefs and all critical positions in the Company
- Phase 3: To identify successors of heads of departments and section heads from all levels of employee

PLANB has developed and organized the Talent Development Program for Phases 1, 2, and 3, with the goal of completion by December 2023.

DIVERSIFY IN THE WORKPLACE

Due to the ageing population worldwide, we notice the significance of the ageing society transition and recognize that Thailand is currently entering an ageing society. Therefore, we started including potential retirees in the hiring process, whether through recruitment with contracts or contract extensions (for those reaching retirement age with PLANB). Thus, we employed older people, more than 60 years old, with workability to operate in PLANB Media Public Company Limited for a total of 2 in 2023.

Moreover, PLANB values a diverse workforce and inclusive culture. The Company strongly believes that diversity and inclusion create a dynamic workplace where employees can express opinions without discrimination against sexual preferences, gender, race or ethnicity, nationality, country of origin, or cultural background. LGBTQI+ personnel are entitled to the Company's provided welfare and benefits such as funds, crematory welfare, and paid leave for gender-affirming surgery. Moreover, the Company emphasises equal pay based on personnel's performance regardless of gender.

Discriminatory behaviour and harassment cases can be reported via the Company's provided whistleblowing channels per the Code of Conduct, where reporters will be protected against reprisals. Moreover, reporters can also report in writing or verbally to managers and the human resource division, which will follow the defined investigation process, escalate to the human resource director, and inform the Chief People Officer, as appropriate. Based on the conclusion of such an investigation, appropriate corrective or disciplinary actions will be taken, and violation cases will be prosecuted to legal action.



EMPLOYEE ENGAGEMENT

The employee is a crucial main factor driving PLANB's business continuity. Therefore, human resource management does various engagement actions, for example, providing the necessary training for continuous development, establishing programs to retain good and talented employees, delivering employees with fair compensations and benefits, enacting occupational health & safety policy and guidelines among employees and strictly comply with Thai labour standard, treat employees with respect following human rights principles. Delivery channels for employees to submit opinions, suggestions, or complaints.

We listen to our employees' expectations and concerns through a company-wide questionnaire, annual personal engagement, and satisfaction survey. The results will be used as a foundation for improving employee satisfaction.

In 2023, the employee engagement survey showed that 83.0% of employees responded, with 87.7% feeling engaged with the company, which is higher than the target value set by the company. Employee engagement is achieved through various channels such as internal emails (PLANB News, HR News) and town halls organized by senior management. This effort resulted in higher satisfaction for PLANB employees in all dimensions, including engagement, leadership, alignment, environment, and benefits.

Participation or proposing ideas in organizational sustainability in 2023

“AGILE DNA | Innovation (Initiating Creation) Innovating to Support Sustainability”

Background and Significance:

The company values employee participation and idea contribution in driving organizational sustainability. Therefore, it has initiated the AGILE DNA cultural program under the theme of Innovation, which provides space for employees to submit creative ideas and innovations, spanning ideas related to their tasks, departmental initiatives, and organizational-level innovations.

Program Objectives:

1. Providing a platform for employees to submit creative ideas for innovation to be utilized in developing or supporting sustainability initiatives.
2. Organizing activities to promote the organizational culture of AGILE DNA, allowing employees to demonstrate their innovative thinking effectively.

Program Format:

1. Communicate activities through online channels (e-mail) and on-site (event)
2. Organize knowledge-sharing processions to impart innovative insights to employees within the office.
3. Collect ideas from employees and materialize them into reality

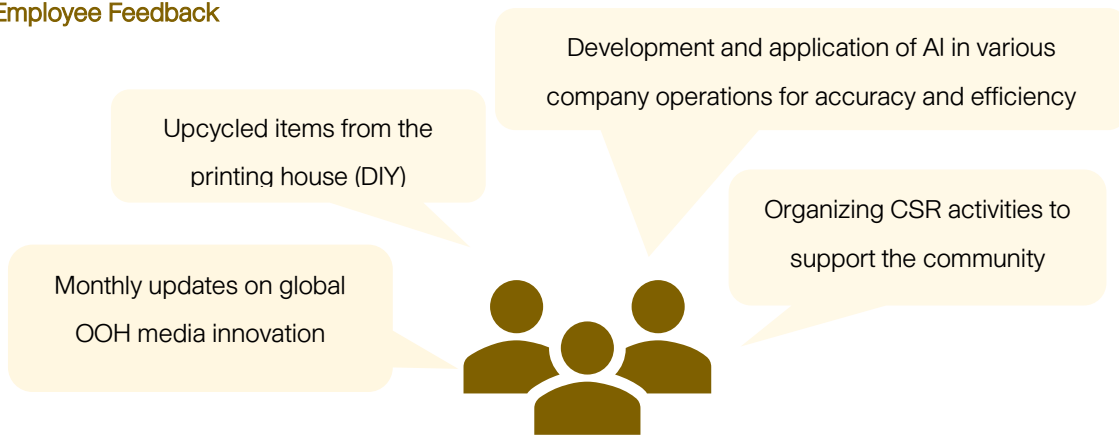
Program Goals:

Prioritizing and selecting ideas received from employees, then immediately organizing them based on importance and selecting those that can be implemented promptly.

Impact



Employee Feedback



Benefits derived from training and skill development for employees:

1. The team categorized the 262 ideas received from employees into four groups as follows:
 - 1.1. Feasible x high impact
 - 1.2. Feasible x low impact
 - 1.3. Not yet feasible x high impact
 - 1.4. Not yet feasible x low impact
2. The team is preparing to proceed with the first group of ideas, "Feasible x high impact," to begin operations in 2024 (currently studying the feasibility of the ideas).



EMPLOYEE WELL-BEING

(GRI 2-30, 201-3, 403-3, 403-6)

Employee well-being is crucial for enabling our workforce to perform at their fullest potential. Employees receive compensation and benefits that are fair and equitable, exceeding legal requirements wherever possible. Also, PLANB provides the following welfare and benefits to all employees:

- Funds, including compensation, retirement savings, social security, and welfare fund
- Health promotion, including health insurance, annual health check-ups, and access to first-aid rooms
- Family care, including maternity leave with 45 days' pay and paternity leave with 5 days' pay
- Flexible working hours and options for overtime work

Furthermore, PLANB has appointed a welfare committee in compliance with labour protection laws to represent all employees in negotiating welfare matters with the company.

CUSTOMER SATISFACTION

(GRI 401-2, 401-3)

PLANB has adapted to accommodate changes in customer behaviour and has overcome the challenge of retaining or acquiring new customers. Therefore, the Company is committed to developing effective customer relationship management to maximize customer satisfaction and provide a positive customer experience. It is also considered an important strategy for enhancing long-term business growth. The Company sends an annual assessment form to evaluate the sales team to direct and agency customers. This evaluation considers various aspects such as knowledge and expertise in OOH media, capability to meet customers' objectives, and problem-solving skills by developing solutions that consider market trends and customer relations to maintain a good relationship with customers and stakeholders.

Additionally, the company administers satisfaction surveys for direct and agency customers, assessing skills like sales, out-of-home media expertise, professionalism, communication, and problem-solving. Scores are analyzed to pinpoint strengths and weaknesses, informing future improvements in customer relationship management.

CUSTOMER SATISFACTION SCORE

PERFORMANCE	2021	2022	2023	2024 TARGET
Number of customers who have completed satisfaction surveys	158	212	323	350
Customer Satisfaction Score	4.66	4.65	4.67	4.70

In 2023, the Company achieved a customer satisfaction level of 4.67 out of 5.00. The customers highly appreciate the professionalism, targeted communication, and highest level of expertise. Consequently, the company has utilized these satisfaction scores to enhance the quality of customer service further and continuously improve the knowledge and skills of the sales staff. These analyses help the Company identify



training curricula and valuable suggestions for developing employee skills to address customers' rapidly changing needs better and enhance the company's competitiveness within the media industry.

STRATEGIES TO DEVELOP CUSTOMER RELATIONS TO ENHANCE CUSTOMER SATISFACTION



HUMAN RIGHTS AND LABOR PRACTICES

(GRI 407-1)

Human rights are fundamental rights that everyone is inherently entitled to, and violating human rights can have implications for business operations and the organization's image. PLANB places utmost importance on respecting the human rights of stakeholders throughout the organization's value chain by adhering to human rights principles and complying with relevant local and international laws and standards to prevent and mitigate human rights violations.

The company respects human rights, from operational practices to chain. We recognize that the company can control work and employee rights within the corporate group. Therefore, we are committed to protecting the human rights of employees based on the Universal Declaration and principles related to both Thai law and international principles, including the Labour Protection Act 1998, Universal Declaration of Human Rights, United Nations Guiding Principles on Business and Human Rights and The International Labor Organization Declaration on Fundamental Principles and Rights at Work.

However, the company is aware of the risks that may arise throughout our value chain or with our partners. We are determined to address these gaps to enhance human rights due diligence related to the company's operations, irrespective of individuals' identities or positions within the value chain. The company strictly adheres to human rights principles and does not tolerate any egregious human rights violations, as emphasized in the company's business ethics, and reflected in its operations. The human rights of stakeholders are central to PLANB's operations, and we prioritize risk assessment and engagement of relevant stakeholders to identify groups significantly impacted by human rights issues addressed by PLANB, as follows:

- Human Rights
- Occupational Health & Safety
- Working Conditions
- Fair Wages
- Fair Treatment & Equal Opportunities
- Freedom of Association
- Human Rights Violations by Suppliers

In our organization, PLANB prioritizes gender equality and equity. We reflect this via gender diversity across all levels of our organization, from the governance bodies to the operation level. Human rights results in 2023. The Company recognizes rights, liberties, equality, justice, and peace. Therefore, everyone should be protected under human rights principles. Accordingly, directors, executives, and employees are required to perform the following actions:

- Everyone must act politely and respectfully, in all positions, without violating others' opinions
- Respect fundamental human rights at all levels. Do not discriminate based on race, religion, ethnicity, colour, class, gender, age, physical appearance, language, political opinions, or legally protected characteristics
- Everyone is responsible for upholding the rights and international regulations, which also applies to business partners to ensure we do not violate human rights actions

Human Resources Development integrates the Human Rights Business Code of Conduct in the onboarding program for all new employees, communicating the strict adherence to the fundamental principles of human rights.

HUMAN RIGHTS MANAGEMENT

- Declaration of Human Rights Policy
- Assessment of actual and potential impacts
- Integration of findings and appropriate actions
- Monitoring and communicating effectiveness
- Remediation of Impact

In 2024, the company conducted online training sessions to provide employees with basic knowledge about human rights, including key risks and impacts related to human rights throughout the business value chain, such as workplace practices and violations. Furthermore, employees have gained an understanding of the comprehensive process of auditing human rights risks, policies regarding the conduct and prevention of infringements upon the human rights of others, and diversity and inclusion policies. In cases of human rights violations, affected individuals are encouraged to report incidents through the complaint procedure established by the company for thorough investigation and resolution.

In 2024, the company received no complaints or reports of human rights violations and no discriminatory practices or violations within the organization. The company has established processes for identifying human rights risks (HRDD), assessing risk criteria, prioritizing human rights issues, and implementing comprehensive mitigation and prevention measures. On its website, investors can learn more about the company's human rights risk (HRDD) identification process.

FOSTERING AN ORGANIZATIONAL CULTURE REGARDING HUMAN RIGHTS

(GRI 410-1)

In 2024, the company conducted online training sessions to provide employees with basic knowledge about human rights, including key risks and impacts related to human rights throughout the business value chain, such as workplace practices and violations. Furthermore, employees have gained an understanding of the comprehensive process of auditing human rights risks, policies regarding the conduct and prevention of infringements upon the human rights of others, and diversity and inclusion policies. In cases of human rights violations, affected individuals are encouraged to report incidents through the complaint procedure established by the company for thorough investigation and resolution.

In 2024, the company received no complaints or reports of human rights violations and no discriminatory practices or violations within the organization.

Examples of training and testing on fundamental human rights knowledge provided to employees in 2023

Background and Significance:

The company emphasizes fundamental human rights to enhance good corporate governance. Therefore, it organizes training and knowledge testing on the Code of Conduct, with subtopics covering fundamental human rights information, for the company's new and current employees.

Program Objectives:

1. Conduct training and knowledge testing on the Code of Conduct for new employees on their first work day.
2. Organize knowledge testing on the Code of Conduct for current employees.

Program Format:

1. Participants listen to lectures from speakers and/or read documents on the Code of Conduct
2. Participants are required to complete a test on business ethics, for which the passing score is 20 out of 20. If the test is not passed, they must retake it until they meet the specified criteria.

Program Goals:

Participants are expected to understand business ethics and the passing score for the test is 20/20.

Impact:

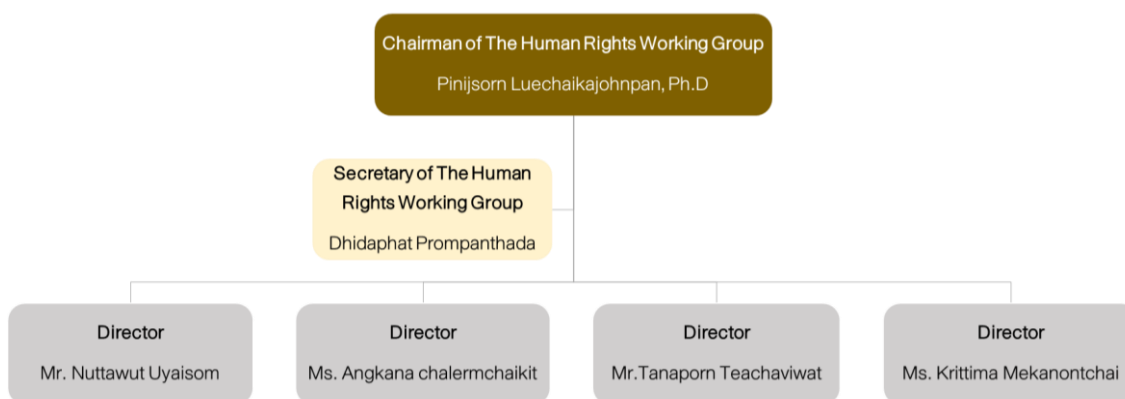
- All employees (100%) throughout the organization attended lectures delivered by speakers and/or read documents on business ethics.
- Out of 954 employees, which is 100% of the total workforce, all individuals completed the test according to the criteria and received a total score of 20 points.

Benefits

The participants are aware of business ethics. All trainees completed the test according to the criteria, scoring the full 20 points (a total of 954 individuals, equivalent to 100% of participants).



CHART OF THE HUMAN RIGHTS WORKING GROUP



The Human Rights Committee is established to supervise the implementation of human rights principles to ensure that all directors, executives, and employees of the Company adhere to and comply with the human rights policy and respect for individuality and human dignity. The guidelines and principles of human rights policy are as follows:

1. Respect and obey the laws and human rights principles by applying such principles to all stakeholders in all areas where the Company operates on an equal basis, and treat everyone without discrimination, regardless of race, origin, religion, belief, gender, skin colour, language, ethnicity, social status, or any other status.
2. Treat all stakeholders with caution and avoid actions that violate human rights, both directly and indirectly.
3. Regularly monitor, identify, and assess risks and impacts on human rights arising from business activities. Human rights risk assessment is part of sustainability risk assessment (ESG risk) and follows the same process as other risk assessments.
4. Support and promote human rights among all stakeholders in all forms and comply with human rights principles.
5. Communicate, disseminate, and share knowledge about human rights through various communication channels within the Company to promote understanding by all stakeholders and support suppliers to ensure that their business operations follow human rights principles.

6. Oversee compliance with human rights policy by not neglecting or ignoring when witnessing an action that violates human rights related to the Company. Those who witness such actions or those who have been violated should report to their supervisors or notify via the Company's whistleblowing channels according to the Company's Code of Conduct.

7. The Company is committed to providing a remedy to people whom human rights violations have impacted. There are appropriate and effective remedial measures that align with justice and equality principles. The Company also has the policy to treat the complaints to the Company thoughtfully and rigorously by keeping the personal information of the whistleblowers confidential in all cases and by showing empathy to those who have been violated. Suppose the complaint is proven to be true. In that case, the Company will proceed according to the remedial measures, namely, disciplinary action against offenders to the extent of suspension or termination of employment, taking necessary legal actions, setting guidelines for follow-up, and taking other appropriate actions to prevent a reoccurrence. In the case of force majeure, responsibility must be considered as soon as possible.

The Universal Declaration of Human Rights (UDHR) (the UN General Assembly, 1948) set fundamental rights to which all of us are entitled, and about 30 articles are summarized into ten main topics. So many issues belong to the governance responsibility to protect and safeguard human life, such as asylum rights, marriage, and primary education. However, the company can provide some issues to essential stakeholders for our business, and PLANB initiated fundamental human rights activities as follows:

<p>THE RIGHT TO EQUAL TREATMENT Irrespective of their colour, caste, religion, or gender, every individual must be treated the same, and this right reminds them of it.</p>	<p>PLANB provides a religious prayer room. We recognize the importance of providing opportunities for all groups without racial, religious, gender, or cultural bias and respect social equality in all its forms.</p>
<p>THE RIGHT TO WORK This right encompasses a variety of work-related concerns, which means everyone has the right to work and has the right to work in favourable conditions.</p>	<p>PLANB provides job opportunities for the elderly and local people nearby. We offer new employment contracts to hire the elderly who are 60 years old and continued employment contracts for those reaching retirement age with PLANB.</p>
<p>THE RIGHT TO FREEDOM FROM TORTURE This right means no individual should be subject to torture or cruel, inhuman, or degrading treatment or punishment.</p>	<p>PLANB Business Code of Conduct We must treat workers with politeness, respect for the individual's human dignity, listen to their opinions and suggestions that are appropriate and beneficial to the company.</p>
<p>THE RIGHT TO PRIVACY This right protects citizens from government or corporate overreach and surveillance.</p>	<p>According to the Business Code of Conduct in data privacy, PLANB stresses customer data confidentiality. We comply with the Personal Data Protection Act 2019 and Cyber Security Act 2019 (PDPA); PLANB reviews IT practices and policies annually to ensure the Company empowers all employees with the best tools to protect customers' data.</p>
<p>THE RIGHT TO FREEDOM OF THOUGHT, OPINION AND EXPRESSION: Everyone has the right to hold opinions, follow a religion they want and change their beliefs.</p>	<p>According to the Business Code of Conduct, PLANB must follow all applicable employment laws without discrimination. The Company encourages employees to voice their rights as good citizens under the Constitution. Employees can participate in political activities outside of work hours and company involvement.</p>

For more information about The Universal Declaration of Human Rights (UDHR), please visit: <https://www.un.org/en/about-us/universal-declaration-of-human-rights>



INNOVATION FOR CREATING A GOOD EXPERIENCE FOR CUSTOMERS

(GRI 203-1)

Innovation is one of the core elements that form the foundation of PLANB’s business strategy. It is the underlying force driving the Company’s vision to lead Out-of-home media with innovative solutions. PLANB commits to digital technologies and R&D excellence to develop and launch innovative or value-added products and solutions that meet the ever-changing consumer demands and attract new opportunities.

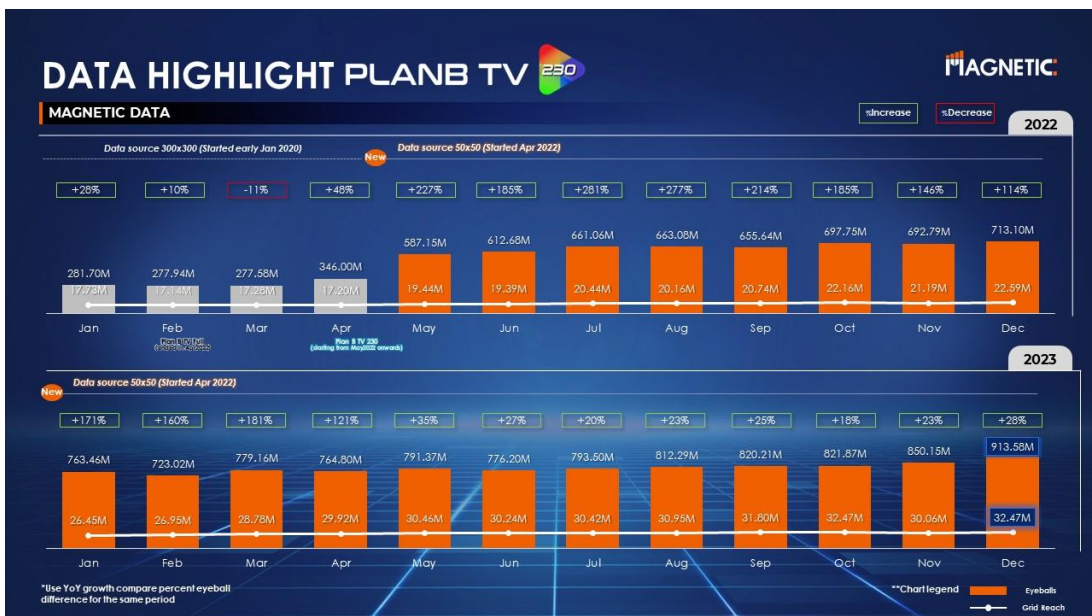
MAGNETIC MEASUREMENT

The Company has developed a visibility measurement system for out-of-home 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 the gender, age or purchasing power of viewers.



The measurement of out-of-home media helps elevate the media's service closer to those of TV and online media, thereby building customer trust and influencing customers to invest in out-of-home media. This is achieved through MAGNETIC reports, which provide information about the audience which has viewed the media in a particular area.

This is an example of data from Magnetic Measurement, which is one of the tools used to help sell advertising to customers.



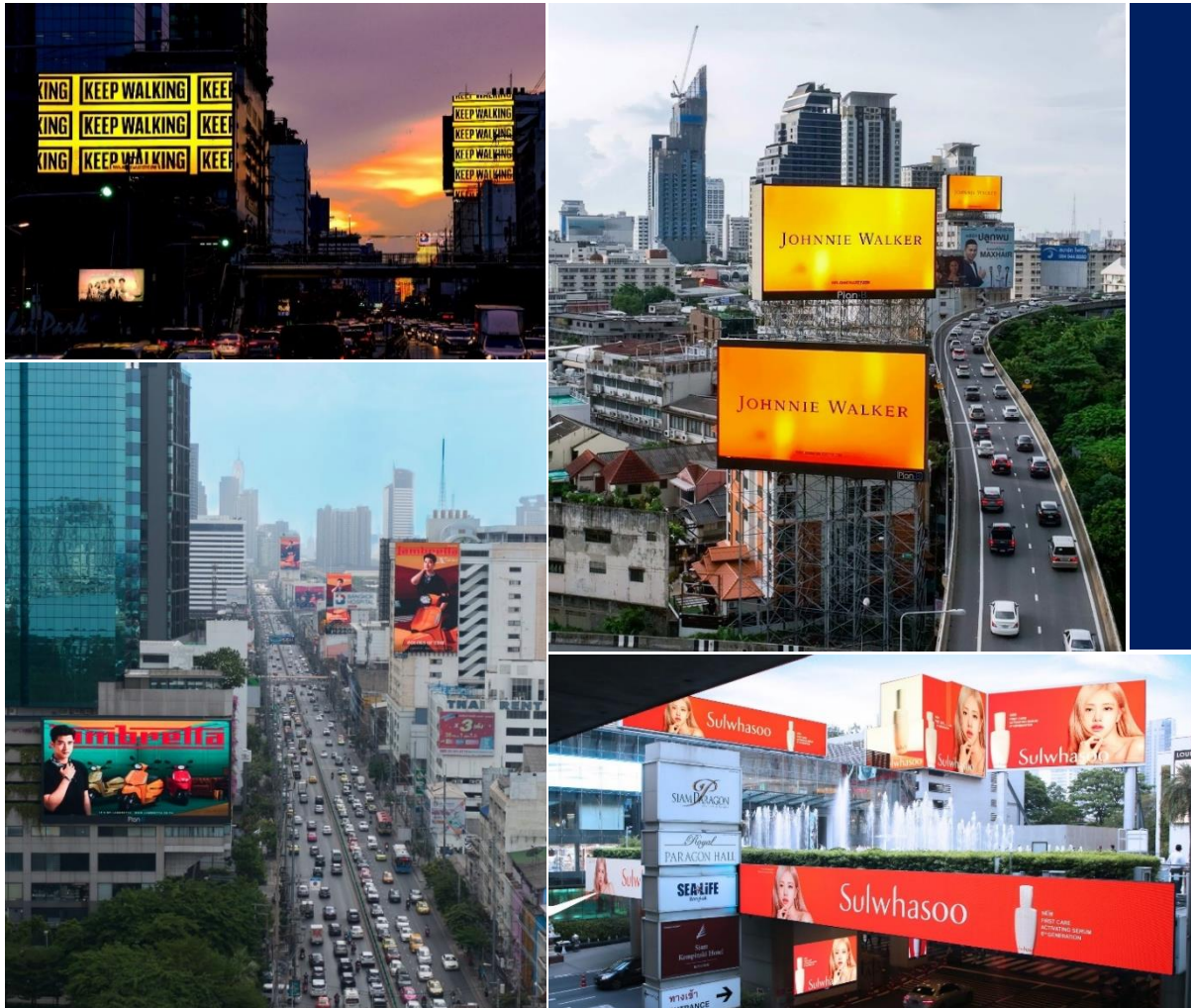


Based on the successful and efficient data enhancement, the company has developed the MAGNETIC program into version 2.0 by expanding the scope of the database from solely receiving mobile signals to installing cameras near roadside billboards to capture data on road users passing through outdoor advertising areas in real-time and analyze it for the benefit of customers in making investment decisions in outdoor advertising media.



PLANB TV SYNCHRONIZATION

PLANB TV media with advertising in the form of Synchronization simultaneously on all 230 screens across Bangkok to create a brand moment to stand out, mesmerizing the audience and guarantee ad visibility, which can reach target groups comprehensively.



OMNI ACTIVATION JOURNEY

The company has implemented the Omni Activation Journey strategy, which integrates offline and online media to enhance estCola's campaigns, reaching consumers at every touchpoint of their daily lives. This strategy covers creating awareness of closing sales, with the underlying principle rooted in Behavioral Science. It incorporates three types of media as follows:

1. DOOH (Digital out-of-home) serves as a communication channel to raise awareness among a large number of consumers about the newly launched "est Cola Cocoa" brand.
2. Utilizing Dynamic Social Ads involves using Facebook and TikTok with messages tailored to users' locations, reinforcing brand recall among consumers.

- Dynamic Retail Ads at retail points, such as 7-Eleven stores, stimulate consumer desire to purchase products directly from the store. They incorporate visually and audibly captivating elements and utilize playful messages that can be adjusted based on time intervals.



BUS LIVE ADS SYNC

Coke collaborates with PLANB to unveil a new campaign through the latest outdoor media innovation, "Bus Live Ads Sync," which seamlessly integrates advertising media on public buses with advertisements on Digital Street Furniture screens, creating an engaging experience. This event marks a milestone as Coke becomes the pioneer and sole entity to synchronize static and digital media, resulting in interactive OOH experiences. It represents a playful and novel approach to consumer engagement, tapping into the lifestyle trends of contemporary individuals who increasingly embrace an outdoor lifestyle.



SOCIAL AND COMMUNITY DEVELOPMENT

(GRI 201-1, 413-1)

PLANB is well aware that to conduct sustainable business operations, the Company must be a good organization that can run a business in a happy society. Therefore, the Company focuses on operating business with social responsibility to improve the community and society because recognition and trust are essential to PLANB's sustainable business growth.

The Company promotes the use of business processes designed to improve the quality of life, build the economy, and strengthen the community and Thai society through the Company's collaborations with suppliers, such as the development of intelligent traffic reporting systems, which continuously provide valuable information to motorists. In 2022, the Company will continue to develop an intelligent traffic reporting system to facilitate and increase road users' travel planning efficiency and accuracy. This is also important to help increase efficiency and maximize the social values of advertising media owned by the Company in those areas.



PROMOTION OF SOCIAL AND PUBLIC WELFARE

(GRI 201-1, 413-1, 413-2, 415-1)

The company has established an innovative framework for social responsibility and social development activities that align with its business objectives and operational characteristics. In 2023, PLANB delineated a social responsibility project focusing on enhancing public health, facilitating educational development, aiding charitable causes, and promoting environmental conservation awareness. This endeavour also encompasses fundraising initiatives to support diverse social and charitable entities, aiming to advance philanthropic and community welfare efforts. The company aspires that its contributions and support to these organizations will contribute to sustainable economic, social, and environmental development. During 2023, PLANB extended its support to organizations across various sectors, including philanthropy, public welfare, education, and sports, amounting to a total of over THB 18 million. The company did not contribute to or spend on political campaigns and organizations.

Public Charity

- The Thai Red Cross Society
- Suankaew Foundation
- Romsai Rescue
- Chulalongkorn Medical School Foundation
- National Cancer Institute
- UNICEF
- The School for The blind
- Football for the Visually Impaired Program of Panfun Panyim Co., Ltd.



Commonwealth

- Bang Luang Hua Pa Temple
- Operation Smile Foundation
- Thung Setthi Community Enterprise Group, Khon Kaen



Education and Sports

- Thailand Polo Association
- Thai Rugby Union Under the Royal Patronage of His Majesty the King
- Cultural Council, Khlong Sam Wa District, Bangkok
- Thung Chang School



TALKABLE BUS SHELTER

The company is advancing its efforts to establish continuous community engagement to create long-term value while reducing its impact on the community and the environment, supporting collaboration and community development. The company aims to build trust within the surrounding community to foster positive perceptions and strengthen relationships. The goal is to become an integral part of the community by providing opportunities for development and elevating the quality of life for the people in the vicinity.

According to the report on the status of visually impaired individuals in Thailand by the Department of Empowerment of Persons with Disabilities, Ministry of Social Development and Human Security, it was found that there are 184,542 visually impaired individuals (data as of 30 September 2023), who rely on public transportation as part of their daily lives. Data from in-depth interviews with individuals with visual impairments under the care of the Thai Blind Welfare Association revealed that most visually impaired individuals choose to use public buses for their daily commute. However, a significant issue is that they often miss the specific bus routes they need because they cannot perceive the desired bus routes.

The Talkable Bus Shelter is developed to assist visually impaired individuals in their travels. The collaboration between Plan B Media Public Company Limited and FWD Life Insurance Company (Thailand) aims to integrate creativity and technology to enhance convenience for individuals with visual impairments. This innovative bus shelter allows visually impaired individuals to live more independently by providing easy access to public services. It also enables them to securely prepare for safe boarding and reach their destinations.

The Talkable Bus Shelter project has been installed and operational at 10 bus stops in high-traffic areas to improve memorisation of bus numbers. These locations include the front of the Bangkok School for the Blind, opposite the Army Nursing College, Ramathibodi Hospital, the Pharmaceutical Organization, Chatuchak Park, opposite Chatuchak Park, Central World Shopping Mall, Big C Ratchadamri, Fortune Town, and the Research Center Alley (Phetchaburi). These installations cover routes for 46 bus lines, promoting social inclusivity and ensuring everyone can live their preferred lifestyle without barriers.



RESPONSIBILITY TOWARDS ADVERTISING AND MEDIA

CONTENT

(GRI 201-1, 413-1, 413-2)

As a leading Out-of-Home (OOH) media provider, PLANB recognizes that advertising and marketing media have the potential to reach a broad audience and communities. Therefore, PLANB prioritizes the oversight and management of content used in advertising to ensure its accuracy, truthfulness, and alignment with legal or ethical standards. This mitigates the risks associated with complaints, recalls, and fines.

PLANB has established measures and guidelines for advertising practices through its advertising content responsibility policy, which encompasses ethical standards of advertising and presentation across various media. The company ensures that the content used in advertising across media platforms is accurate, appropriate, truthful, and compliant with relevant laws and regulations.

Moreover, the company will not present advertising content that denigrates or causes confusion among vulnerable groups, such as children, incites religious or racial conflicts, or portrays violence and obscenities. Furthermore, the company will refrain from displaying content that distorts or exaggerates reality in a deceptive manner aimed at misleading the public. These cautionary statements are provided for advertising content that may provoke controversy or contain violence, allowing viewers to make appropriate choices. The company agrees to terms and conditions with clients and brands in all business collaborations to align with advertising guidelines. It has established procedures for content review by legal departments and other relevant entities to ensure compliance with laws and practices. In cases where content does not adhere to the company's practices, PLANB reserves the right to reject the dissemination of such advertising content as per the agreed terms and conditions.



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[RESPONSIBLE CONTENT AND ADVERTISING POLICY](#)



SUSTAINABILITY PERFORMANCE, RESPONSIBILITY AND COMMUNITY DEVELOPMENT

(GRI 201-1, 413-1, 413-2)

SUSTAINABILITY INDEX

At PLANB, fostering a culture of social responsibility is paramount. Our employees take pride in their involvement in various projects, as PLANB is dedicated to encouraging employees to engage and actively support communities and society.

- Establishing community involvement goals as an organizational performance index, with the target for employee participation or volunteer hours set at 500 hours. In 2023, our company's personnel engaged in community value-creation activities and voluntary initiatives for over 1,000 hours, surpassing the established target.

CORPORATE RESPONSIBILITY AND COMMUNITY DEVELOPMENT

- Community Investment through Non-Direct Means
 - Supporting human resources and budget for public utility projects, community value creation, and voluntary programs totalling THB 50,000.
 - Organizing the "Initiative Blue Day: Happiness Sign Project" to aid society and the environment in the Fueang Fah Development Community by repurposing unused advertising billboards to refurbish residential areas, along with training sessions on making bags from vinyl billboard materials to generate community income. These activities aim to improve community living standards, empowering residents through innovative solutions and sustainable environmental practices that align with the company's mission.
- Donations
 - Donating advertising space through various foundations totaling THB 18 million.

In 2023, the company had no complaints regarding impacts on communities, society, and the environment.

The company maintains continuous community and social care processes, adhering to relevant criteria. It transparently provides information and project details to solicit community feedback and suggestions, which are considered both pre- and post-project implementation. Additionally, it establishes committees comprising representatives from various community sectors to participate in the company's operations for monitoring, suggestions, complaints, or recommendations. This facilitates communication and collaborative problem-solving.

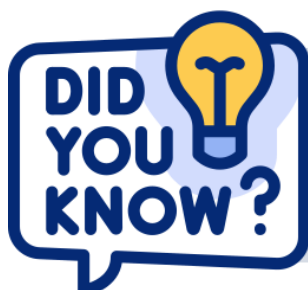
Furthermore, the company organizes Open House events to allow community representatives, educational institutions, government agencies, or relevant stakeholders to visit and observe the management processes. This will enable stakeholders to see the reality of operations and facilitate direct communication.

COMMUNITY COLLABORATION FOR SUSTAINABLE CAREERS AND INCOMES

Due to the significant use of vinyl materials in our current business operations, the company has sought to reduce waste generated from used vinyl billboards. This has been achieved through community partnerships to create jobs, livelihoods, and opportunities and promote medium- and small-sized enterprises. In 2023, the company collaborated with the 'Kennely' brand, a community enterprise in Thung Setthi, Khon Kaen province, to add value to surplus vinyl materials, turning them into products that create jobs and income for remote communities. This collaboration also aimed to uplift these distant communities' quality of life and grassroots economies.



Thung Setthi Community Enterprise group participated in the "Style Bangkok 2024" event from 20-24 March 2023. They showcased vinyl products that the company provided to the community enterprise group in 2021. These surplus vinyl materials were transformed into bags, each valued at THB 350-500 and able to sell 100 units of the product. The income generated from selling the products by the community enterprise group was used to purchase production materials and equipment and distribute the earnings among the project participants above.



DID YOU KNOW?

Each bag, made using approximately 1-3 sq.m. of recycled vinyl, helps reduce energy consumption equivalent to approximately 17.4 kg of CO2 emissions compared to using the same amount of new material.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

(GRI 201-1, 413-1)



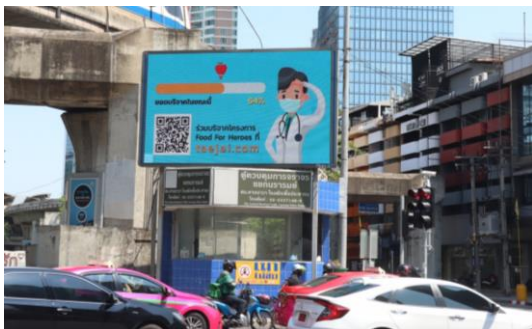
THAILAND TOGETHER AS ONE

The project aimed to deliver messages to more than 700 of the Company's digital screens via 16 media channels around Thailand to encourage Thai people to join forces to overcome the crisis together. Many celebrities delivered messages to send moral support to medical and non-medical personnel to go through this crisis together.



FOOD FOR HEROES

PLANB provided media space to help publicize the Food for Heroes project or one box of moral support to help Thai doctors and nurses fight the COVID-19 pandemic by delivering good quality food to hospital personnel who fought the disease for Thai people.



DISSEMINATION OF PUBLIC INTEREST NEWS

PLANB provided its advertising space to publicize public interest news during the COVID-19 pandemic, such as reporting updates on infection situations. This was to help educate Thai people to

prepare for the coming spread of the virus. Besides, in cooperating with the Thai Red Cross, the Company posted invitations to the public to promote blood donation during the pandemic when the Thai Red Cross had a blood deficiency crisis in hospitals nationwide.



THB 63 TO FIGHT COVID-19

PLANB, in collaboration with the Thai Red Cross gave its advertising media space for publicizing public interest news to invite Thai people to donate THB 63 to help others during the pandemic. In addition, the donated money was spent to give a bag of necessities and freshly-cooked food from the mobile kitchen to the Thai Red Cross to help those affected by the spread of COVID-19.



THE PUBLIC RELATIONS CHANNELS FOR THE THAI RED CROSS SOCIETY

The Thai Red Cross Society has invited the Company to find and encourage people to donate blood for the Thai Red Cross Society, which was endorsed by Her Royal Highness Princess Maha Chakri Sirindhorn for 2 years from 15 October 2021 onward. This was after the Company had publicized and invited Thai people to donate blood at the National Blood Center and Thai Red Cross Society through the Company's out-of-home media, resulting in a significant increase in blood donation.



FIGHT FOREST FIRES...SAVE LIVES

Due to the smog crisis, Thailand's worst forest fires have caused damage to our forests, wildlife, and public health. Therefore, the Company has shared its media space on 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.



SHARING HAPPINESS WITH THE ELDERLY

The Company has shared its media space as a channel to promote donations to more than 500 elderly and poor people in Chiang Mai and Lampang by providing them with nutritious food, proper clothing, and medicine.



PHAK RAN PARN JOR" (SHOP PROMOTION THROUGH SCREENS)

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 Shop Promotion Through Screens during the COVID-19 situation (Bangkok, Nakhon Pathom, Nonthaburi, Narathiwat, Pathum Thani, Pattani, Yala, Songkhla, Samut Prakarn, Samut Sakorn). In addition, the Company helped promote SME restaurants on its 250 screens across the country from 12 July to 12 August 2022 free of charge.





RAN YIM DAI...RAO GOR YIM DUAY X PHAK RAN PARN JOR

The Company and our alliance, World Gas, jointly run a project called "Ran Yim Dai...Rao Gor Yim Duay" (They Smile...We Smile). This project provides gas tanks from World Gas free of charge to vendors affected by the COVID-19 outbreak and helps them promote their restaurants via the Company's advertising screens.



THE PUBLIC RELATIONS CHANNELS FOR THE THAI RED CROSS SOCIETY

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RABBIT CROSSING

The "Rabbit Crossing" campaign aims to promote road safety, and it was launched by friends of Dr. Kratai (Rabbit) or the late doctor, Ms. Waraluck Supawatjariyakul. This social group aims to raise awareness and launch a campaign about using pedestrian crossings so that all road users understand the importance of stopping pedestrians from crossing and that every road user realizes this must be strictly followed. The Company supports the project by providing advertising space on digital screens throughout Bangkok to promote public awareness of accidents that occur at pedestrian crossings.



EARLY DETECTION MAY SAVE YOUR LIFE

The company participates in campaigning and disseminating knowledge through PLANB's media screens, which is a project led by Dr. Kittisak Jatammarat, the head of the Siriraj Breast Center, and Mrs. Finola Jatammarat, the consultant to the Siriraj Breast Center. The campaign aims to provide accurate knowledge about breast cancer to Thai women and convey to the public that "every woman has the chance of breast cancer." This is the first campaign of its kind in Thailand and has been ongoing since the year 2550 BE. This campaign communicates through photographs of

breast cancer survivors from various societal levels who have volunteered their time to participate in the project willingly. Each photograph carries different messages related to breast cancer.



RUN FOR BLOOD 2023

The company collaborates with the National Blood Center to promote the "Run for Blood 2023". This initiative aims to demonstrate support for patients and raise funds to purchase equipment and supplies for the National Blood Center's operations.



BIRD'S TURMERIC FOUNDATION

The Bird's Turmeric Foundation was established in November 2532 B.E. by Mr. Erwin Groebli, a Swiss national missionary. He encountered a group of street children in the Ramkhamhaeng area of Bangkok and felt sorry for them as they had no

shelter. Consequently, he rented a room to provide these children a place to rest and sleep. Later, as more children joined them, it became necessary to have a more suitable location. This marked the beginning of the establishment of the Bird's Turmeric Foundation, which has been operating to the present day.



SOS CHILDREN'S VILLAGES THAILAND

The company collaborates in promoting SOS Children's Village Thailand, which has been assisting Thai children in need of parental care and relatives since 1971.



SOCIAL AND COMMUNITY DEVELOPMENT THROUGH SOCIAL ACTIVITIES

(GRI 201-1, 413-1)



SMILE BAG

The project aimed to deliver messages to more than 700 of the Company's digital screens via 16 media channels around Thailand to encourage Thai people to join forces to overcome the crisis together. Many celebrities delivered messages to send moral support to medical and non-medical personnel to go through this crisis together.



AIRASIA FLY TO DREAM FOOTBALL CLINIC

This project aimed to offer introductory football training for youth who lack the opportunity to learn football skills from a coach of the Thai national team, "Isara Sritaro" (AFC Pro License), a coaching supervisor. The project also gave soccer balls and special scholarships to 30 youths 12-16 years old at Baan Khon Yoong School, Udon Thani province. In addition, the Company donated all the funds raised from the auction of the "Match Worn" football shirt owned by "Sarach Yooyen" – a Thai national football team player from BG Pathum United Club to "Baan Udon Thani", a foster home offering welfare protection for boys and girls in Udon Thani province.



DONATION OF 30,000 SETS OF RICE AND SURVIVAL KITS

The Company teamed up with business suppliers and volunteers to initiate small but powerful social projects to alleviate difficulties and offer benefits to society during the COVID-19 crisis. More than 30,000 sets of rice and survival kits were distributed to various communities across Bangkok to send moral support to the Thai people and help them thrive through the COVID-19 crisis together.



INITIATIVE BLUE DAY: PAI TOR KWAM SUK

Initiative Thailand, led by its CEO - Dr. Sora Kaitkanarat, and BPN Thailand, together with employees and business suppliers such as Plan B Media, PINN SHOP and Mr. Piphat "Top" Apiruktanakorn organized the Initiative Blue Day to help society and the environment at Fuengfa Pattana community by upcycling unused billboards for renovating homes as well as running workshops

on making bags from vinyl billboards to generate additional revenue to the community. All activities aimed to improve the community's living conditions, bringing creativity to the community to create job opportunities for residents. The most crucial factor is to generate a stable income from the upcycle of discarded billboards that promote environmental sustainability aligned with the Company's mission.



GIVE BLOOD GIVE LIFE

PLANB collaborated with the Thai Red Cross to organize a blood donation unit at Plan B Tower on September 4, 2023.



SHARE YOUR VOICE WITH YOUR HEART

Audiobooks play a crucial role in providing convenience to visually impaired individuals. Therefore, PLANB has collaborated with Vulcan to produce audiobooks for distribution to visually impaired individuals through the "Benyalai Online Library".

PROVIDING LUNCH FOR VISUALLY IMPAIRED CHILDREN

Recognizing the importance of visually impaired individuals, Plan B has seen the significance of supporting them. Therefore, we have opened donations for consumer goods and lunch meals for the visually impaired students at the School for the Blind, Bangkok, to further assist them.



TALKABLE BUS SHELTER

PLANB collaborates with FWD Life Insurance to develop the "Talkable Bus Shelter" project, utilizing innovation and technology through a smart voice system to assist visually impaired individuals in commuting on all 46 public transportation routes.



ENVIRONMENTAL DIMENSION

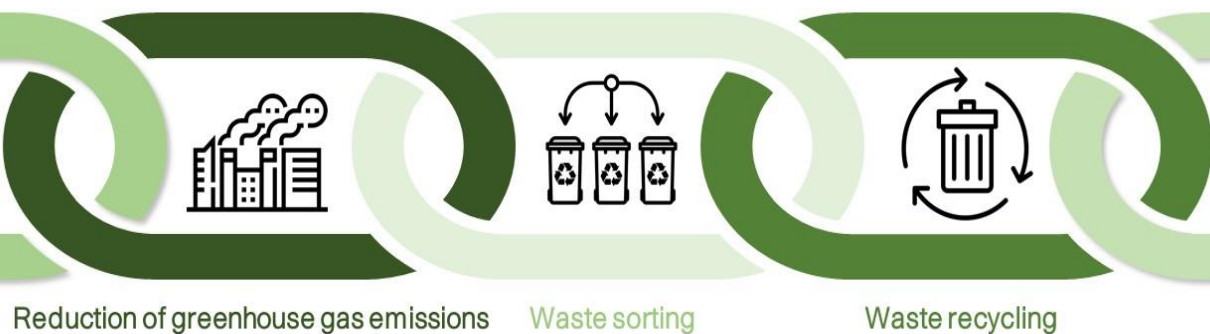


ENVIRONMENTAL MANAGEMENT

(GRI 201-2, 302-1, 302-4, 305-1, 305-2, 305-3, 305-5)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> To manage efficient electricity consumption. At the same time, targets were set to reduce energy consumption per area by 20% within 2031 compared to the 2021 base year. 	<ul style="list-style-type: none"> To manage efficient electricity consumption, including using electricity and air-conditioning system in the common areas that the Company can directly monitor and control. At the same time, the target was set to reduce energy consumption by 5% in 2024 compared with 2023 	<ul style="list-style-type: none"> Enhancing LED screens both within our operations and throughout society. This includes upgrading the LED screens used in our business operations, which collectively cover an area of 5,246 square meters. Additionally, we are encouraging surrounding communities to reduce energy consumption by donating over 1,300 LED Tube T8 light bulbs
<ul style="list-style-type: none"> To manage resources for maximum benefits, the Company reused and developed leftover vinyl or vinyl with expired customer contracts to design valuable items and increase benefits by 10% per year 	<ul style="list-style-type: none"> Controlling the amount of water in washing the car by using a faucet with a switch and checking the readiness of the washing equipment to avoid wasting water 	

PLANB recognizes the importance of sustainable Management of natural resources and energy as it is important in creating a good quality of life for everyone. Therefore, the Company is committed to developing business practices to reduce environmental footprints and mitigate environmental risks directly and indirectly related to the Company. As a result, the Company has continually focused on 3 environmental policies as follows:



ENERGY AND CLIMATE CHANGE MANAGEMENT

(GRI 201-2, 302-1, 302-4, 305-1, 305-2, 305-3, 305-5)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> 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 2021 base year 	<ul style="list-style-type: none"> To reduce emissions of greenhouse gases by 5-10% within 2024 compared to 2021 as the base year through improvements to the company's advertising screens, including replacing LED lamps and light bulbs 	<ul style="list-style-type: none"> Improving the LED screen area to a total of 5,246 square meters can reduce fuel consumption for travel, maintenance costs, fuel costs, and greenhouse gas emissions
		<ul style="list-style-type: none"> Encouraging surrounding communities to reduce energy consumption by donating 1,300 LED Tube T8 light bulbs
		<ul style="list-style-type: none"> Join the 'Care the Bear: Change the Climate Change' project to help drive societal change by reducing greenhouse gas emissions from organizing activities within the organization by up to 7,249 kgCO₂e

Intensifying global warming and climate change are considered one of the key urgencies that require all parties to join forces in reducing emissions of greenhouse gases, according to the Paris Agreement. The company has shown its commitment to controlling the average global temperature. In the past, the company has recorded and kept statistics that are useful for managing and determining measures to reduce the number of greenhouse gases in the long term.

GUIDELINES FOR ENERGY AND CLIMATE CHANGE MANAGEMENT

The Company has established a standard framework for the Company's environmental Management, complying with relevant laws, rules, regulations, and environmental agreements. It focuses on creating strategies and participatory actions to conserve natural resources and mitigate risks from climate change to lead to cooperation among the Company's personnel, customers, suppliers, business suppliers, communities, and other stakeholders. In addition, there is also Management for efficient electricity consumption to cope with climate change and more severe global warming problems.

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CLIMATE AND ENVIRONMENT POLICY



PROJECTS FOR REDUCING ENERGY CONSUMPTION DURING 2019-2023

1. Change the lighting system to LED lamps

The government's policy on energy management of the country strongly promotes energy conservation according to the 20-year Energy Conservation Action Plan (2011-2030). In addition, it promotes the use of high-efficiency electrical appliances and energy-efficient buildings and clean energy development to reduce greenhouse gases and solve global warming problems.

The Company acknowledges these issues and aligns its actions with government policies across all fronts. For example, the Company has changed its light bulbs to LED, which have low energy consumption, high luminous efficiency, and absence of UV rays. This transition helps reduce global warming and electricity bills by more than 50% in 2022. Additionally, the Company changed 4,700 billboard lights from Metal Halide lamps to LED lamps, resulting in a reduction of electricity bills by THB 13,254,000 per year and greenhouse gas emissions by approximately 6,552 kgCO₂e per year.

2. Encouraging surrounding communities to reduce energy consumption by donating LED Tube T8 light bulbs

- The company donated 1,000 LED Tube T8 bulbs to the Kao Pattana community, replacing fluorescent bulbs with LED Tube T8 bulbs. This resulted in a reduction of greenhouse gas emissions by 54,400 kgCO₂e.
- The company donated 300 Tube T8 bulbs to the Ruamrat Samakkhi School, replacing fluorescent bulbs with LED Tube T8 bulbs. This resulted in a reduction of greenhouse gas emissions by 16,323 kgCO₂e.

3. LED Display Improvements

Given that the majority of the company's operational assets consist of advertising billboards and signage, the company has recognized the benefits of enhancing LED displays to decrease workforce and maintenance costs. Consequently, the improvement of these LED screens commenced in 2021, yielding the following results:

- In 2021, the renovation of the LED screens, with a total area of 9,865 square meters, reduced fuel consumption from travelling by approximately 154 litres per month, cut both maintenance and fuel costs by approximately THB 15,786,630, and reduced greenhouse gases by about 2.27 tCO₂e or tons of carbon dioxide equivalent per year.
- In 2022, the renovation of the LED screens, with a total area of 1,375 square meters, reduced fuel consumption from travelling by approximately 100 litres per month, cut both maintenance and fuel costs by approximately THB 159,600, and reduced greenhouse gases by about 3.288 tCO₂e or tons of carbon dioxide equivalent per year.
- In 2023, the renovation of the LED screens, with a total area of 5,246 square meters, resulted in a decreased necessity for personnel travel for maintenance. This reduced approximately 300 litres of fuel per month, resulting in cost savings in maintenance and fuel expenses, totalling approximately THB 456,000 annually. Additionally, this initiative contributed to a reduction in greenhouse gas emissions by approximately 9.88 tCO₂e per year.

ENERGY CONSUMPTION STATISTICS

ENERGY CONSUMPTION	PERFORMANCE			TARGET	
	2021	2022	2023	2024	LONG-TERM
Total energy consumption (MWh)	N/A	48,701	72,316	70,000	<70,000
Growth rate (%)	-	-	48%	-3%	-
Total renewable energy consumption (MWh)	0	0	0	0	0
Increase (decrease) (%)	-	-	-	-	-

Note: The company has moved its office to Plan B Tower since 2023

PROJECT RELATED TO THE REDUCTION OF GREENHOUSE GAS EMISSIONS

- The company encourages surrounding communities to reduce their energy consumption by donating T8 LED Tube light bulbs. This project has reduced greenhouse gas emissions by more than 70,723 kgCO₂e.
- The company renovated LED screens with a total area of 5,246 square meters, reducing greenhouse gases by approximately 9,880 kgCO₂e.

GREENHOUSE GAS EMISSIONS STATISTICS

GREENHOUSE GAS EMISSIONS	PERFORMANCE			TARGET	
	2021	2022	2023	2024	LONG-TERM
Greenhouse gas emissions (tons CO ₂)	15,325	24,563	37,000	36,800	<36,000
Increase (decrease) (%)	-13%	+59%	+48%	-1%	-

Note: The company has moved its office to Plan B Tower since 2023

THE PROCESS OF REDUCING GREENHOUSE GAS EMISSIONS WITHIN THE ORGANIZATION

"Care the Bear: Change the Climate Change"



CARE THE BEAR
Change the Climate Change

ลด-โลก-ร้อน

The company emphasizes and is aware of the current issue of global warming. Therefore, it participates in the "Care the Bear: Change the Climate Change" project aimed at reducing greenhouse gas emissions through organizing various activities. The objective is to mitigate greenhouse gas emissions and maintain environmental balance in alignment with the Sustainable Development Goals (SDG) objective, which consists of three types:



Certify sustainable consumption and production plans



Implement urgent measures to address climate change and its impacts



Foster global partnership for sustainable development

The progress of greenhouse gas reduction through the "Care the Bear" project in 2023



Reduced greenhouse gas emissions by
7,249.38 KgCO₂e



Equivalent to planting
805 mature trees, aged 10 years

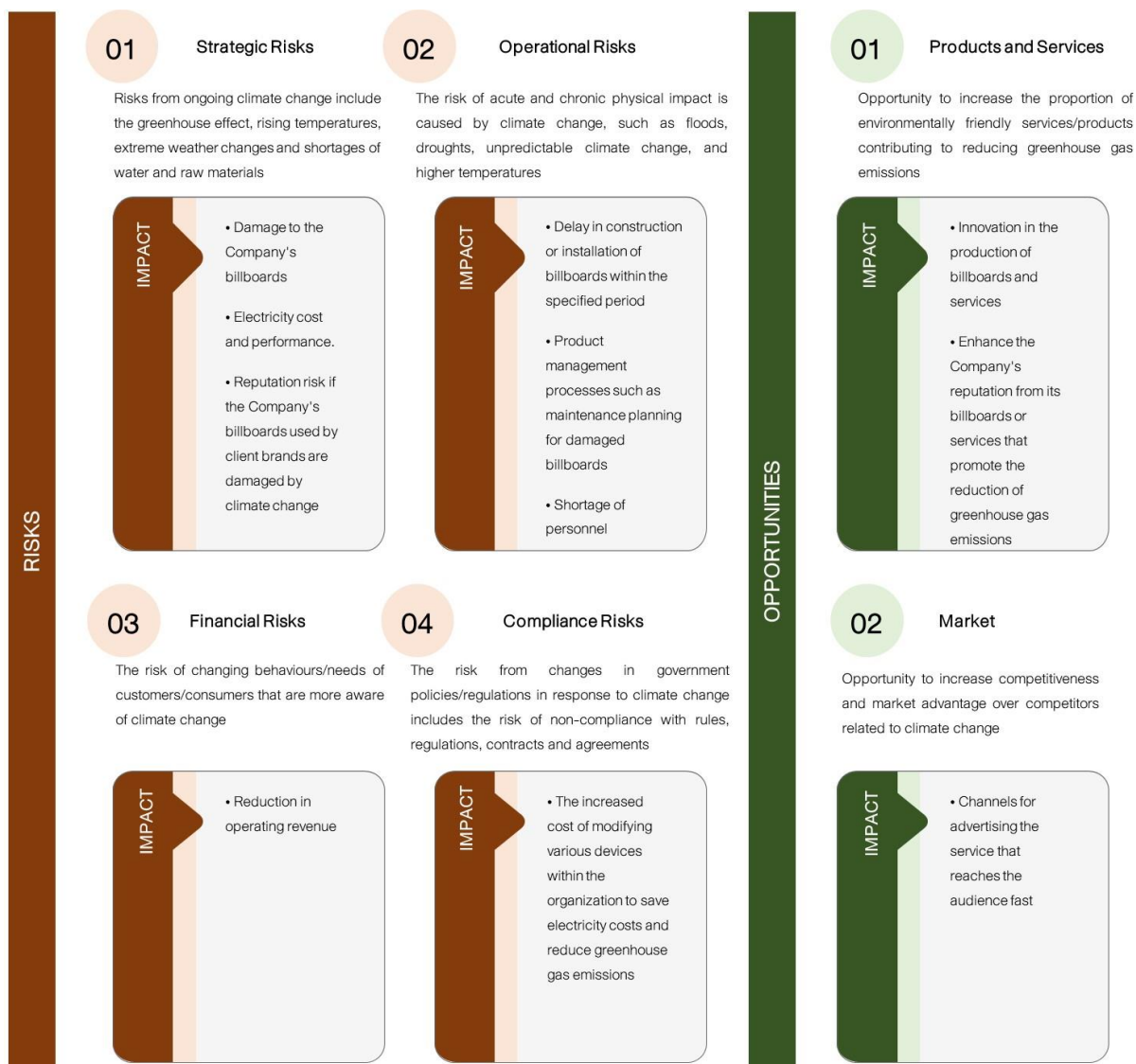
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BIODIVERSITY MANAGEMENT POLICY AND NO DEFORESTATION



RISK ASSESSMENT FOR CLIMATE CHANGE IN 4 ASPECTS

The company assesses risks and opportunities arising from climate change through a company-wide risk assessment procedure. Each business unit identifies risk factors related to their business and operations with the assistance of risk champions and a top-down approach from the assessment conducted by the Risk Management Committee, covering both current and emerging risks in accordance with the Task Force on Climate-related Financial Disclosures (TCFD). The risk assessment considers several factors, and the assessment results are as follows:



WATER MANAGEMENT

(GRI 303-1, 303-2, 303-3, 303-4, 303-5)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> Reduce water consumption by 10% in 2031 compared to 2021 based on environmental sustainability and reducing the long-term risks of insufficient water supply 	<ul style="list-style-type: none"> To reduce 5-10% of water usage from operations by 2024 compared to 2021 based 	<ul style="list-style-type: none"> Water usage increased by 37% compared to the previous year due to the relocation of the company's office in 2023 to a significantly larger building, which had a significant impact

Climate change impacts the volume of water in natural water sources of each area, which can lead to the risk of insufficient water to meet the demand of various units. Hence, the Company has set a water management plan to improve water usage efficiency.

WATER MANAGEMENT APPROACH

According to the goal for 2023, the company has set an objective to reduce water usage from operations through water management guidelines. These guidelines include:

- Improve efficiency in water usage in all processes that consume water.
- Reuse treated wastewater for operations.
- Controlling the amount of water in washing the car by using a faucet with a switch and checking the readiness of the washing equipment to avoid wasting water.

However, there has been an increase in water usage compared to the previous year, primarily due to the company's relocation to Plan B Tower, which has significantly increased building space and the number of employees.

In 2024, the company has set guidelines for water management aimed at ensuring its sustainability. Recognizing social responsibility as crucial, the company emphasizes the need to treat wastewater and ensure its quality meets certified standards before discharge. Wastewater quality is verified through accredited private laboratories registered with the Department of Industrial Works, Ministry of Industry, and certified under GLP/DIW standards. Additionally, the company has initiated projects to enhance water efficiency within its operations.

- The company has developed a plan for the ongoing maintenance of equipment related to the water supply system, aimed at reducing the risk of equipment damage and increasing water use efficiency within the company.
- There has been a transition from manual handwashing faucets to automatic ones to help minimize water wastage.

WATER CONSUMPTION STATISTICS

WATER CONSUMPTION	PERFORMANCE			TARGET	
	2021	2022	2023	2024	LONG-TERM
Water consumption (m ³)	455	360	493	300	<300
Increase (decrease) (%)	+1%	-21%	+37%	-19%	-

Note: The company has moved its office to Plan B Tower since 2023

WASTE MANAGEMENT

(GRI 306-1, 306-2, 306-3, 306-4, 306-5)

SUSTAINABILITY TARGET		2023 PERFORMANCE
LONG-TERM (2024-2029)	SHORT-TERM (2024)	
<ul style="list-style-type: none"> Reducing waste management through landfilling and implementing comprehensive waste management across all business processes 	<ul style="list-style-type: none"> Managing waste within the company through the "Zero Waste to Landfill" process, with the objective of maximizing the return of waste into the production process 	<ul style="list-style-type: none"> Donating unused billboard vinyl totaling 18,585 square meters to communities to extend benefits, enhance the quality of life, and generate income for various communities
<ul style="list-style-type: none"> The Company reused and developed vinyl materials to add value and conserve the environment 	<ul style="list-style-type: none"> The Company reused and developed vinyl materials to add value and conserve the environment 	<ul style="list-style-type: none"> Installing waste bins and segregating bins into 3 types - wet waste, general waste, and recyclable waste - covering 100% at the company's office buildings. Part of the billboard is old and damaged. The company will be discarded and disposed of by the authorities of Bangkok

Waste management is an important part of business operations to sustainably reduce negative impacts on communities and the environment in the long term. Typically, the Company's waste is from in-office activities, using vinyl billboards from its out-of-home advertising business

WATER MANAGEMENT GUIDELINES

The Company places importance on energy efficiency and waste reduction in its operations. In addition, the Company's waste management policy follows relevant laws aimed at reducing the negative impact on the community and the environment

PROJECT RELATED TO WASTE MANAGEMENT

1. Waste Sorting

The Company is aware of the impact on the environment and the ecosystem, so it has launched a campaign to promote waste sorting to help reduce the amount of waste and reduce toxic pollution. The Company has installed garbage bins for sorting waste at the head office, Rama 9 office and warehouses to sort general and toxic waste for collection by the Bangkok Metropolitan Administration. The Company also sells recyclable wastes to reduce overall waste. By this, organic waste can be turned into fuel or biogas, while hazardous waste can be better controlled regarding safety.



ประกาศฝ่ายอาคาร Plan B Tower

พื้นที่ทิ้งขยะ:
แยกขยะก่อนทิ้งตามจุดที่บริษัทจัดไว้ให้

บริเวณโต๊ะที่ทำงาน
จัดวางข้าวของบนโต๊ะให้เป็นระเบียบเรียบร้อย
เก็บเอกสารบนโต๊ะเข้าตู้เก็บเอกสารหรือล็อกเกอร์
เลือกเก้าอี้ทำงานที่พับเก็บเรียบร้อย
ถอดปลั๊กไฟหรือปิดสวิตช์ไฟอุปกรณ์เครื่องใช้ไฟฟ้าบนโต๊ะทำงานเมื่อไม่ใช้งาน

ห้องพยาบาล
Plan B Tower ชั้น 17 (บริเวณทางเดินไปห้อง IT)
เปิดให้บริการ
• ยาสานิบาลประจำบ้าน
• เครื่องปฐมพยาบาล
ติดต่อห้องพยาบาล:
ทีม Admin นาย People Team
โทร. 062-592-9109
Line OA: Plan B People Connect
#PlanBTower #PlanBPeople

บริเวณพื้นที่พักผ่อน
หลังจากการใช้งานที่นั่งจุดพักผ่อนให้จัดเก็บเข้าตำแหน่งเดิมทุกครั้ง

การรับประทานอาหาร ที่ Plan B Tower
บริษัทฯ จัดพื้นที่สำหรับรับประทานอาหาร นมและเครื่องดื่มดังนี้

พื้นที่สำหรับรับประทานอาหาร นม และเครื่องดื่ม

1. ศูนย์อาหาร (Cafeteria) ชั้น 3 - 4
2. โซนห้องครัว (Pantry)
- จัดรับประทานอาหารและนม ที่โต๊ะทำงานและห้องประชุม
- จัดอาหารมีกลิ่น เช่น ปลาจืด ปลาเค็ม กะปิ เป็นต้น
3. เครื่องดื่มสามารถรับประทานที่โต๊ะทำงานได้

พื้นที่ทิ้งขยะ: ทิ้งและคัดแยกขยะ ในจุดที่จัดไว้ให้

ขอความร่วมมือพนักงานทุกท่านช่วยกันรักษาความสะอาด
#PlanBAdminDrivenSupport #PlanBPeople

2. Zero Waste Process – Reduction of Energy Used for the Disposal of Old Vinyl Advertising Billboards

Vinyl materials are essential to business operations and are used as advertising images on large out-of-home billboards. The company is committed to adding value and reducing energy when disposing of used billboard vinyl. In 2023, the company repurposed used billboard vinyl to create benefits and help society as follows:

- **Shelter for the Homeless Nonthaburi Province**
The company donated unused billboard vinyl totaling 2,073 square meters to produce bags and develop skills for individuals in the Ban Khum Krung Krob Community, Nonthaburi Province
- **Than Chao Khun Takia's almshouse Bangkok**
The company donated unused billboard vinyl totaling 469 square meters to cover temple roofs and provide meals for people of all religions during ceremonies at Baan Kalo Haeng Takan Temple, Bangkok
- **Pa Pao Thong Village, Ban Dung District, Udon Thani Province.**
The company donated unused billboard vinyl totaling 10,076 square meters to be utilized for agricultural purposes, such as rice husk drying platforms and small ponds for frog farming
- **Kao Phatthana community, a total of 11 communities.**
The company donated unused billboard vinyl totaling 196 square meters to be converted into bags and create job opportunities for people in the community
- **Ruamrat Samakkhi School**
The company collaborated with IPG Initiative to maintain and repair the school. They used 1,252 square meters of used billboard vinyl to benefit the school, such as creating demonstration agricultural plots and chicken coops
- **Thung Setthi Community Enterprise, Khon Kaen Province**
The company donated unused billboard vinyl totaling 1,333 square meters to produce bags and create jobs and income for people in the community

- **Member of the Sign and Advertising Association**

The company donated unused billboard vinyl totaling 10,076 square meters to be used as ground cover after grass cutting

In 2023, the company was able to repurpose used billboard vinyl, totaling 18,858 sq.m, resulting in cost savings of approximately THB 92,925 per year in waste disposal expenses and reducing greenhouse gas emissions by 107,793 kgCO₂e.

USED BILLBOARD VINYL	PERFORMANCE				
	2018	2019	2020	2021-22	2023
Used Billboard Vinyl (sq.m.)	13,351	14,499	13,239	5,036	18,858
Weight of Used Billboard Vinyl (tons)	6.68	7.25	6.62	2.52	9.30

Repurposing and reducing energy in disposing of used billboard vinyl yield various benefits, such as:

1. Reducing waste disposal through incineration or landfilling
2. Decreasing the use of fuel for waste incineration
3. Providing livelihood opportunities for community members
4. Lowering costs in agricultural practices

WASTE MANAGEMENT GUIDELINES FOR 2024

Zero Waste to Landfill Management

The company acknowledges the importance of sustainable waste management and is committed to being part of driving social change through 'The Zero Waste to Landfill Management' project. This project sets targets for the organization to efficiently manage waste, ensuring it is diverted back into production processes to the maximum extent possible. The company categorizes waste management operations as follows:

- **Recyclable Waste:** Plastic bottles, aluminum cans, and other recyclable materials are sent to experts for recycling into new materials.
- **Used Paper:** Used paper is sent to recycling facilities to be turned into new paper products.
- **Hazardous Waste:** Hazardous waste must be disposed of properly to minimize environmental pollution.

AMOUNT OF WASTE STATISTICS

WASTE	PERFORMANCE			TARGET	
	2021	2022	2023	2024	LONG-TERM
Amount of waste (tons)	N/A	N/A	14	13	<13
Increase (decrease) (%)	-	-	-	-7	-
Amount of non-hazardous waste (tons)	N/A	N/A	14	13	<13
Amount of hazardous waste (tons)	N/A	N/A	0	0	0

SUSTAINABILITY PERFORMANCE SUMMARY

(GRI 2-7, 2-8, 2-23, 302-1, 302-4, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 305-5, 306-1, 306-2, 306-3, 306-4, 306-5, 401-1, 403-9, 403-10, 404-1, 405-1)

GOVERNANCE DIMENSION

INDICATOR	UNIT	PERFORMANCE		
		2021	2022	2023
Total revenue	THB million	4,607	6,706	8,446
- Out-of-home business		3,227	5,278	6,621
- Engagement Marketing business		1,216	1,312	1,744
- Others		164	116	81
Net profit		64	686	911
Dividend payment		-	-	300
Income tax		18	209	247
Cash contribution for social and community development		-	4	18
Assets		13,764	15,462	16,245
Liabilities		6,404	7,255	7,295
Equity		7,360	8,206	8,950

SOCIAL DIMENSION

INDICATOR	UNIT	PERFORMANCE			2024 TARGET
		2021	2022	2023	
Employment					
Number of employees	Persons	619	931	974	-
Number of full-time employees	Persons	609	894	952	-
	% of the total employee	98%	96%	98%	-
Number of part-time employees	Persons	10	37	22	-
	% of the total employee	2%	4%	2%	-
Diversity of employees within the company					
Number of full-time employees	Persons	609	894	952	-

INDICATOR	UNIT	PERFORMANCE			2024 TARGET
		2021	2022	2023	
Number of full-time employees classified by gender					
- Male	Persons	378	518	547	-
	% of the total employee	62%	58%	57%	-
- Female	Persons	231	376	405	-
	% of the total employee	38%	42%	43%	-
Number of full-time employees classified by age					
- less than 30 years	Persons	129	322	323	-
- between 30-50 years		465	539	596	-
- more than 50 years		15	33	33	-
Number of full-time employees classified by job level					
- Executive level	Persons	13	19	25	-
- Supervisor level		55	90	98	-
- Manager level		115	159	198	-
- Operational level		426	626	631	-
Total new hiring employees' rate	Percentage	27	37	30	-
Total number of retired employees	Persons	122	231	178	-
Total number of retired employees classified by gender					
- Male	Persons	64	120	90	-
- Female		58	111	88	-
Total number of retired employees classified by age					
- less than 30 years	Persons	34	80	59	-
- between 30-50 years		78	147	111	-
- more than 50 years		10	4	5	-
Total number of retired employees classified by job level					
- Executive level	Persons	1	2	0	-
- Supervisor level		13	27	17	-

INDICATOR	UNIT	PERFORMANCE			2024 TARGET
		2021	2022	2023	
- Manager level		18	55	41	-
- Operational level		90	147	120	-
Total turnover rate	Percentage	20	26	19	-
Number of disabled people employed	Persons	2	2	5	-
Maternity/Parental Leave					
Total number of employees having the right of maternity and parental leave	Persons	189	228	263	-
Total number of employees using the right of maternity and parental leave		2	4	4	-
Rate of employees returning to work after maternity and parental leave	Percentage	100.0	100.0	100.0	-
Training					
Average employee training hour	hours per person	11	16	46	-
Average employee training hour classified by gender					
- Male	hours per person	9	14	38	-
- Female	person	13	18	57	-
Average employee training hour classified by job level					
- Executive level	hours per person	5	23	31	-
- Supervisor level		13	19	53	-
- Manager level		10	22	47	-
- Operational level		10	14	44	-
Employee Engagement					
Employee engagement score	Percentage	70	80	88	90
Health and Safety					
Number of workers under the occupational safety and health management system	Persons	216	293	254	N/A

INDICATOR	UNIT	PERFORMANCE			2024 TARGET
		2021	2022	2023	
Number of fatalities resulting from work-related injuries					
- Employees	Persons	0	0	0	0
- Partners		0	0	0	0
Number of work-related injuries with high severity leading to work stoppage					
- Employees	Persons	0	0	0	0
- Partners		0	0	0	0
Number of work-related injuries requiring medical treatment					
- Employees	Persons	0	0	0	0
- Partners		0	0	0	0

ENVIRONMENT DIMENSION

INDICATOR	UNIT	PERFORMANCE			2024 TARGET
		2021	2022	2023	
Energy and climate change management					
Total energy consumption	MW	N/A	48,701	72,316	70,000
Total energy consumption per revenue	MW per THB million	N/A	7.39	8.65	7.78
Renewable energy use	MW	N/A	N/A	N/A	N/A
Total greenhouse gas emissions	Tons CO ₂ e	15,325	24,563	37,000	36,800
Total direct greenhouse gas emissions (Scope 1)					
- Amount of refrigerant leaked	Tons CO ₂ e	219	217	849	800
Total indirect greenhouse gas emissions (Scope 2)					
- Electricity consumption	Tons CO ₂ e	15,106	24,346	36,151	36,000
Water management					
Water consumption	m ³	455	360	493	400
Waste management					
Total waste quantity	Tons	N/A	N/A	14	N/A
Hazardous waste	Tons	N/A	N/A	0	N/A
Non-hazardous waste	Tons	N/A	N/A	14	N/A

INDICATOR	UNIT	PERFORMANCE			2024 TARGET
		2021	2022	2023	
Compliance with environmental legislation					
Number of non-compliance incidents	Cases	0	0	0	0
Fines for non-compliance incidents	THB million	0	0	0	0
The number of incidents that received a non-monetary penalty	Cases	0	0	0	0
Number of incidents that enter the dispute resolution process	Cases	0	0	0	0

THE AVERAGE SCORE OF THE EVALUATION OF THE COMMITTEE'S PERFORMANCE

THE COMMITTEE'S PERFORMANCE	PERFORMANCE
	2023
Evaluation of the performance of the committee's duties as a group	95
Corporate Governance Committee	96
Nomination and Remuneration Committee	87
Risk Management Committee	92
Audit Committee	89
Individual Committee Member Performance Evaluation	96
Pol. Gen Somchai Vanichsenee (Chairman)	-
Mr. Palin Lojanagosin (Chief Executive Officer)	98
Pinijsorn Luechaikajohnpan, Ph. D (Managing Director)	98
Pennapha Dhanasarnsilp, Ph. D (Independent Director)	98
Mrs. Monluedee Sookpantararat (Independent Director)	86
Mr. Mana Jantanayingyong (Director)	98
Mr. Ekapak Nirapathpongporn (Director)	93
Mr. Arnon Porndhiti (Director)	100



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& DOCUMENTS**



GRI CONTENT INDEX

(GRI 1)

GRI STANDARDS	INDICATORS	PAGE NUMBER	SDG GOAL
GRI 2: General Disclosures			
The organization and its reporting practices			
Disclosure 2-1	Organizational details	10-20, 21	
Disclosure 2-2	Entities included in the organization's sustainability reporting	7	
Disclosure 2-3	Reporting period, frequency and contact point	7	
Disclosure 2-4	Restatements of information	7	
Activities and workers			
Disclosure 2-6	Activities, value chain, and other business relationships	10-20, 28-30	
Disclosure 2-7	Employees	101, 145-148	8, 10
Disclosure 2-8	Workers who are not employees	145-148	8
Governance			
Disclosure 2-9	Governance structure and composition	21, 56, 59, 60	5, 16
Disclosure 2-10	Nomination and selection of the highest governance body	See 'Report of Corporate Governance Performance' section in Annual Report 2023 Form 56-1 (One Report) Page 109-111	5, 16
Disclosure 2-11	Chair of the highest governance body	21, 59-60	5, 16
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	59-60	16
Disclosure 2-13	Delegation of responsibility for managing impacts	46-47, 48, 54-55	
Disclosure 2-14	Role of the highest governance body in sustainability reporting	54-55, 56	
Disclosure 2-15	Conflicts of interest	59, 62	16
Disclosure 2-16	Communication of critical concerns	62-65	
Disclosure 2-17	Collective knowledge of the highest governance body	61	
Disclosure 2-18	Evaluation of the performance of the highest governance body	See 'Report of Corporate Governance Performance' in Annual Report 2023 Form 56-1 (One Report) Page 109-111	
Disclosure 2-19	Remuneration policies	102	

GRI STANDARDS	INDICATORS	PAGE NUMBER	SDG GOAL
Disclosure 2-20	Process to determine remuneration	See 'Report of Corporate Governance Performance' in Annual Report 2023 Form 56-1 (One Report) Page 112-114	
Strategy, policies, and practices			
Disclosure 2-22	Statement on sustainable development strategy	4-5	
Disclosure 2-23	Policy commitments	149	16
Disclosure 2-24	Embedding policy commitments	62, 76	
Disclosure 2-25	Processes to remediate negative impacts	66-75	
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	66-75	16
Disclosure 2-27	Compliance with laws and regulations	See 'General Information and Other Important Information' in Annual Report 2023 Form 56-1 (One Report) Page 76-77	
Disclosure 2-28	Membership associations	22	
Stakeholder engagement			
Disclosure 2-29	Approach to stakeholder engagement	34-39, 40-45	
Disclosure 2-30	Collective bargaining agreements	112	8
GRI 3: Material Topics			
Disclosure 3-1	Process to determine material topics	46-47	
Disclosure 3-2	List of material topics	50-53	
Disclosure 3-3	Management of material topics	50-53	
GRI 201: Economic Performance			
Disclosure 201-1	Direct economic value generated and distributed	123, 124-125, 126, 127-128, 129-134	8, 9
Disclosure 201-2	Financial implications and other risks and opportunity due to climate change	136, 137-138	13
Disclosure 201-3	Defined benefit plan obligations and other retirement plans	112 See 'Employee benefits' section in Annual Report 2023 Form 56-1 (One Report) Page 13-14 in notes to consolidated financial statements	
GRI 203: Indirect Economic Impacts			
Disclosure 203-1	Infrastructure investments and services supported	119-122	5, 9, 11

GRI STANDARDS	INDICATORS	PAGE NUMBER	SDG GOAL
Disclosure 203-2	Significant indirect economic impacts	See 'Marketing and Competition' section in Annual Report 2023 Form 56-1 (One Report) Page 26-29	8
GRI 204: Procurement Practices			
Disclosure 204-1	Proportion of spending on local suppliers	89	8
GRI 205: Anti-corruption			
Disclosure 205-1	Operations assessed for risks related to corruption	63-65, 66-75, 89	16
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	62	16
Disclosure 205-3	Confirmed incidents of corruption and actions taken	65	16
GRI 302: Energy			
Disclosure 302-1	Energy consumption within the organization	136, 138, 148	7, 8,12,13
Disclosure 302-4	Reduction of energy consumption	136, 138, 148	7, 8,12,13
GRI 303: Water and Effluents			
Disclosure 303-1	Interactions with water as a shared resource	140	6, 12
Disclosure 303-2	Management of water discharge-related impacts	140	6
Disclosure 303-3	Water withdrawal	140, 148	6
Disclosure 303-4	Water discharge	140, 148	6
Disclosure 303-5	Water consumption	140, 148	6
GRI 305: Emissions			
Disclosure 305-1	Direct (Scope 1) GHG emissions	136, 139, 148	3, 12, 13, 14, 15
Disclosure 305-2	Energy indirect (Scope 2) GHG emissions	136, 139, 148	3, 12, 13, 14, 15
Disclosure 305-3	Other indirect (Scope 3) GHG emissions	136, 139, 148	3, 12, 13, 14, 15
Disclosure 305-5	Reduction of GHG emissions	136, 139, 148	3, 12, 13, 14, 15
GRI 306: Waste			
Disclosure 306-1	Waste generation and significant waste-related impacts	142-144, 148	3, 6, 11, 12

GRI STANDARDS	INDICATORS	PAGE NUMBER	SDG GOAL
Disclosure 306-2	Management of significant waste-related impacts	142-144, 148	3, 6, 8, 11, 12
Disclosure 306-3	Waste generated	142-144, 148	3, 6, 11, 12, 15
Disclosure 306-4	Waste diverted from disposal	142-144, 148	3, 11, 12
Disclosure 306-5	Waste directed to disposal	142-144, 148	3, 6, 11, 12, 15
GRI 308: Supplier Environmental Assessment			
Disclosure 308-1	New suppliers that were screened using environmental criteria	83-85	
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken	86-88	
GRI 401: Employment			
Disclosure 401-1	New employee hires and employee turnover	101, 148	5, 8, 10
Disclosure 401-2	Benefits provided to full-time employees that are not provide to temporary or part-time employees	112	3, 5, 8
Disclosure 401-3	Parental leave	112	5, 8
GRI 403: Occupational Health and Safety			
Disclosure 403-1	Occupational health and safety management system	97-100	8
Disclosure 403-2	Hazard identification, risk assessment and incident investigation	97-100	8
Disclosure 403-3	Occupational health services	112	8
Disclosure 403-4	Worker participation, consultation, and communication on occupational health and safety	97-100	8, 16
Disclosure 403-5	Worker training on occupational health and safety	98-100	8
Disclosure 403-6	Promotion of worker health	97-100, 112	3
Disclosure 403-8	Worker covered by an occupational health and safety management system	97-100	8
Disclosure 403-9	Work-related injuries	147-148	3, 8, 16
Disclosure 403-10	Work-related ill health	147-148	3, 8, 16
GRI 404: Training and Education			
Disclosure 404-1	Average hours of training per year per employee	107, 147	4, 5, 8, 19
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	105-106	8

GRI STANDARDS	INDICATORS	PAGE NUMBER	SDG GOAL
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	103-104	5, 8, 10
GRI 405: Diversity and Equal Opportunity			
Disclosure 405-1	Diversity of governance bodies and employees	60, 145-146	5, 8
GRI 406: Non-discrimination			
Disclosure 406-1	Incidents of discrimination and corrective actions taken	62, 63-65	5, 8
GRI 407: Freedom of Association and Collective Bargaining			
Disclosure 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	77-80, 114-115	8
GRI 408: Child Labor			
Disclosure 408-1	Operations and suppliers at significant risk for incidents of child labor	77-80, 86-88	5, 8, 16
GRI 409: Forced or Compulsory Labor			
Disclosure 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	77-80, 86-88	5, 8
GRI 410: Security Practices			
Disclosure 410-1	Security personnel trained in human rights policies or procedures	116	16
GRI 411: Rights of Indigenous Peoples			
Disclosure 411-1	Incidents of violations involving rights of indigenous peoples	65	
GRI 413: Local Communities			
Disclosure 413-1	Operations with local community engagement, impact assessments, and development programs	123, 124, 126, 127, 129-134	
Disclosure 413-2	Operations with significant actual and potential negative impacts on local communities	124, 126	
GRI 414: Supplier Social Assessment			
Disclosure 414-1	New suppliers that were screened using social criteria	77-80, 83-85, 88	5, 8, 16
Disclosure 414-2	Negative social impacts in the supply chain and actions taken	86-88	5, 8, 16
GRI 415: Public Policy			
Disclosure 415-1	Political contributions	124	16
GRI 418: Customer Privacy			
Disclosure 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	90, 95	16

SURVEY OF READERS' OPINION

Personal information

Gender:

Female Male Prefer not to say

Age:

Lower than 25 years 25-40 years

41-60 years More than 60 years

Relationship with PLANB (Please select 1 answer)

Shareholder Customer Employee Supplier and creditor Competitor

Government Agency Community

Why do you prefer reading this sustainability report

To support investment decisions To understand more about PLANB's business

Research and educational purpose Other: (Please specify)

Your satisfaction with the presentation format of the sustainable report

Content easy to understand Very satisfied Neutral Very dissatisfied

Content covers your interested topics Very satisfied Neutral Very dissatisfied

Reliable information Very satisfied Neutral Very dissatisfied

The design of this report Very satisfied Neutral Very dissatisfied

Readability Very satisfied Neutral Very dissatisfied

Overall satisfaction with the report Very satisfied Neutral Very dissatisfied

After reading this sustainability report, are you confident that PLANB has the potential to achieve sustainable growth

Yes Because.....

No Because.....

No idea Because.....

In your opinion, which is the most significant aspect of PLANB's sustainable growth

Economy: Topic.....

Environment: Topic.....

Society: Topic.....

Please specify other suggestions for the development and improvement of the sustainability report for the following year

.....

Thank you for your information and valuable opinion

which advantages us for improvement of the next issue of the report

Questionnaire can be sent by postal mail or email to: **Plan B Media Public Company Limited**

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E-mail: irplanb@planbmedia.co.th



