



Plan B Media Public Company Limited



SUSTAINABILITY REPORT 2025

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MESSAGE FROM THE VICE CHAIRMAN

GRI 2-22

Enhancing Resilience and Driving Sustainable Growth in a Changing World

In 2025, amid global economic uncertainty and escalating climate challenges, Plan B Media Public Company Limited identifies adaptability and resilience as vital drivers of stable growth. Consequently, the Company integrates Environmental, Social, and Governance (ESG) principles as a **"core strategic pillar"** rather than a supplementary practice, reinforcing our competitive advantage and delivering sustainable value to all stakeholders.

Systematically Integrating ESG into Operations

In 2025, the Company systematically enhanced sustainability management to meet international standards, prioritizing transparency and proactive risk management to build stakeholder confidence. A key initiative involves integrating circular economy principles into our advertising business to optimize resource efficiency and minimize waste. These efforts generate significant economic and social value, fostering employment and providing tangible community support.

Driving Innovation for the Environment and Society

We continue to advance eco-friendly media innovations, prioritizing energy-efficient technologies that minimize environmental impact. Concurrently, the Company focuses on human capital development, responsible supply chain management, and biodiversity conservation to ensure balanced, multi-dimensional sustainable growth.

Strengthening Corporate Governance for Long-Term Trust

The Company operates under a robust governance framework, with the Board and executive management ensuring transparency, accountability, and the best interests of all stakeholders. We remain firm in our belief that **"sustainable success"** is measured not only by financial performance but by stakeholder trust and the positive impact we deliver to society and the environment.

On behalf of the Board of Directors, we sincerely thank all stakeholders for your continued trust and support. We remain committed to driving continuous business growth while delivering long term sustainable value to society and the environment.

Pennapha Dhanasarnsilpu Ph.D.

Vice Chairman of the Board of Directors, Plan B Media
Public Company Limited





ABOUT THIS SUSTAINABILITY REPORT

GRI 2-1, 2-2, 2-3, 2-4, 2-5, 3-1, 3-2

Plan B Media Public Company Limited and its subsidiaries (“the Company”) have prepared this report to present key business material issues and our sustainability development approach. This report serves as a communication channel to inform all stakeholders of our performance under the sustainability policy and strategic framework, covering economic, social, environmental, and corporate governance (ESG) dimensions, driven by strong collaboration with our business partners. It reflects our sustainability management approach and commitment to conducting business responsibly and transparently, with comprehensive consideration for all stakeholder groups.

This report is prepared in accordance with the GRI Sustainability Reporting Standards (GRI Standards). The Company identified 13 material sustainability topics by evaluating business impacts and stakeholder expectations to determine disclosure focus. The scope covers operations in Thailand and subsidiaries where Plan B holds over 50% equity for more than two consecutive years and maintains operational control.

Economic, social, and environmental performance indicators disclosed in this report have been approved by the Corporate Governance and Sustainability Committee.

Reporting Scope

The information presented in this report pertains to the 2025 fiscal year, covering Plan B Group, which includes Plan B Media Public Company Limited and its subsidiaries. Environmental and social performance data covers the 12-month period from January 1 to December 31, 2025, with data collected from the headquarters and relevant operational assets. Currently, the Company has no policy to seek external assurance for this report; however, all information has been verified for accuracy and quality by designated internal departments.

The financial performance has been audited by the auditor from EY Office Limited, and the auditor’s report is presented in the Annual Report 2025 (Form 56-1 One Report).

Contact Channels

Feedback and suggestions from all stakeholder groups are essential in enabling Plan B to continuously enhance our reporting standards and sustainability practices.

Please provide your suggestions, comments, or inquiries via the following channels:

Investor Relations and Sustainability Department

Plan B Media Public Company Limited

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Tel: +662 530 8053

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VISION

Enhance brand communication to its highest effectiveness
to reach consumers across the ASEAN region



OBJECTIVES

To provide out-of-home advertising media services through
diverse and innovative communication channels, creating
engagement and superior experiences for audiences who
encounter the media



DRIVING SUSTAINABILITY SUCCESS IN 2025

GRI 2-22, 2-28

Plan B operates on the concept of balanced growth between business performance and sustainable development. We integrate Environmental, Social, and Governance (ESG) principles as a core framework for strategic direction and management. This commitment is reflected in our consistent recognition and awards from external organizations, demonstrating confidence in our responsible business practices and our ability to create long term sustainable value for all stakeholders.



Plan B was honored as "Best Company of the Year 2025" in the Media and Publishing category at the Money & Banking Awards 2025. This award recognizes the Company's outstanding financial performance and excellence in business management.



Plan B achieved an "Excellent" (5-star) Corporate Governance rating and was ranked in the Top Quartile of listed companies with a market capitalization of 30,000 million Baht or more in the 2025 Corporate Governance Report (CGR) of Thai Listed Companies.



Plan B has renewed its certification for the second consecutive time as a member of the Thai Private Sector Collective Action Against Corruption (Thai CAC), under the Thai Institute of Directors. This achievement reflects our commitment to transparent business operations, social responsibility, and strict respect for shareholder rights.



Plan B secured two major honors at the SET Awards 2025: the Best Investor Relations Award (Business Excellence category) for listed companies with a market capitalization of 30,000–100,000 million Baht, and the Commended Sustainability Award (Sustainability Excellence category).



Plan B achieved the highest "AAA" rating in the 2025 SET ESG Ratings, maintaining its sustainability excellence for the fifth consecutive year. This rating reaffirms our commitment to responsible and transparent business practices, consistently addressing ESG dimensions for all stakeholders.

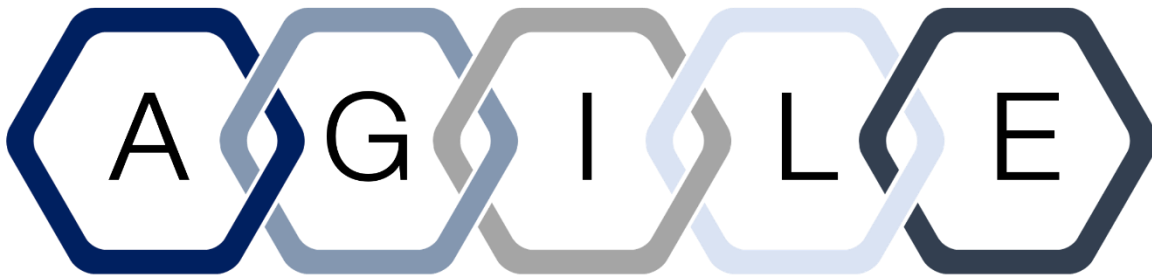


Plan B secured three prestigious honors at the IAA Awards for Listed Companies 2025, including Outstanding CEO, Best CFO, and Best IR. Winning these awards for the fourth consecutive year reflects our media industry leadership and reinforces the confidence of analysts, fund managers, and investors in the Company's sustainable growth potential.



BUILDING ON A SOLID FOUNDATION
FOR FUTURE SUSTAINABLE GROWTH

BUSINESS STRATEGY



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

LEADERSHIP

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

EXPERT

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



BUSINESS OPERATIONS AND PERFORMANCE

GRI 2-1, 2-6

Plan B Media Public Company Limited is Thailand's leading Out of Home advertising media provider. We leverage diverse media platforms and modern technologies to optimize communication efficiency and precisely engage target audiences.

The Company operates an extensive advertising network covering key strategic locations across Bangkok and provincial areas. We provide comprehensive media management and maintenance under international standards to ensure optimal readiness, superior quality, and maximum marketing effectiveness for our clients. Furthermore, we prioritize the development of integrated content and marketing solutions. Our services encompass strategic communication consulting, media planning, and the creation of platform specific content to deliver comprehensive campaigns that meet the needs of both brands and consumers. Our core businesses include the following:

Out-of-Home Advertising Media Business

1. **Transit advertising media** is classified into three categories, as follows:

1.1 **Exterior and interior advertising on air-conditioned buses**

With over 20 years of expertise and leadership in bus advertising—the company's founding business segment and core brand identifier—Plan B currently manages media across a fleet of more than 2,667 buses. Our operations include managing media space for private bus operators and an exclusive 10-year right to manage both interior and exterior advertising on Electric Vehicles (EV Buses) from the Bangkok Mass Transit Authority (BMTA). This extensive network covers over 208 routes across Bangkok. The advertising media installed on these buses is divided into two main categories:

- **Exterior Bus Media**

Serving as mobile billboards, this medium generates awareness, captures attention, and enhances brand recall. Because the media format proactively "moves toward consumers," it enables the audience to remember the brand effectively. Additionally, the media formats can meet specific PR objectives through both Full Wrap and Half Wrap options, creating clear brand awareness and recognition. Special techniques, such as 2D and 3D mock-ups, are also available to emphasize creative advertising concepts. Furthermore, in 2017, the Company introduced a new innovation using the LED Lighting Technique to attract consumer attention and add engaging visual elements to advertisements, further increasing the value and memorability of brands and services.



- **Interior Bus Media**

This advertising medium remains in close proximity to commuters throughout their journey. Through strategic placement in various locations both inside and outside the vehicle—such as on seat backs, at entry and exit points, and on ceilings above passenger seats, as well as the installation of LCD screens—the Company effectively captures attention and ensures comprehensive communication with the target audience.



1.2 MRT Advertising Media

The Company expanded its advertising presence in the Metropolitan Rapid Transit (MRT) system, recognizing the strong growth potential from the network's expansion plans. By 2025, the system covers over 38 operational stations, creating a network that connects inner Bangkok, outer Bangkok, and the surrounding metropolitan areas. Our media offerings include Passenger Information Displays (PIDs) located both inside and outside the train carriages.



1.3 Electric Tuk-Tuk Advertising Media

The Company has expanded its brand communication dimension toward sustainability to precisely reach urban communities through "MuvAds." This innovative advertising medium on Muvmi electric tuk-tuks combines modernity with environmental responsibility through 100% electric propulsion. Integrated with an on-demand ride-sharing application, the service currently covers 11 key downtown districts—including the Central Business District (CBD), residential areas, workplaces, and shopping centers—with over 3,000 "Hop Points" (pick-up and drop-off locations) throughout Bangkok.



1.4 Nakhonchai Air (NCA) Bus Media

NCA Bus Media is the most extensive mobile advertising network in Northern and Northeastern Thailand, operating 210 buses across 24 routes to effectively reach provincial audiences. The network also includes media at the Bangkok terminal, serving 6 million annual passengers. With ads placed at 7 strategic touchpoints—from the entrance and ticket counters to waiting areas—the high visibility of these displays ensures excellent brand recall throughout the passenger journey.



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2. Static Advertising Media

The Company's static advertising media offers a variety of billboard sizes, prominent locations, and presentation formats that differ from other providers. This is designed to attract consumer attention and create precise brand awareness and recognition, reaching target groups comprehensively in key areas such as business districts and communities—including sidewalks, main roads, expressways, and building exteriors. We focus on areas with high traffic and population density to ensure clear and frequent visibility. Furthermore, the Company has expanded its coverage to major provinces to support the growing population and tourism, providing a total of 3,798 large billboards nationwide and billboard networks, with an emphasis on provinces that serve as Thailand's primary economic and tourism hubs to achieve comprehensive reach across the country's key areas.

Additionally, the Company has collaborated with the Bangkok Metropolitan Administration's Traffic and Transportation Department to develop and modernize over 700 traditional bus shelters into "Smart Bus Shelters." These feature 1,170 static advertising panels positioned in front of the shelters to improve quality of life and facilitate commuters. They are equipped with security systems including CCTV, mobile phone charging stations, and Free Wi-Fi. Each location features advertisements in prominent positions that effectively attract attention and build brand recall among bus commuters and passersby comprehensively.



3. Digital Advertising Media

Digital advertising media represents the Company's fastest-growing media category, driven by standout presentations and the integration of modern technology to enable diverse display formats. Utilizing specialized display control systems, the Company ensures high flexibility, speed, and data security, offering a distinct experience compared to traditional advertising. This platform effectively responds to evolving campaign requirements and real-time brand development needs to maximize awareness and recall.

The Company prioritizes strategic locations, including Bangkok's Central Business District (CBD), leading shopping malls, and high-density economic zones. Our network has expanded to cover 71 provinces nationwide, totaling over 725 digital screens (excluding in-store screens at 7-Eleven).

Beyond modernizing media, the Company focuses on creating social value. We provide real-time traffic reports to improve quality of life and alleviate congestion for Bangkok residents by integrating advanced technology, accident reporting systems, and CCTV cameras. Furthermore, we enhance the viewing experience with 3D techniques on digital screens, providing realistic visuals and increasing the value of the advertisements.

The Company has also expanded its digital services into unique media platforms, such as The 20, Central Park, CTW360, and Nextopia. These additions diversify our marketing communication platforms, enhance campaign prominence, and significantly boost brand recognition among target audiences.



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4. **Retail Advertising Media** is classified into two categories, as follows:

4.1 **In-Mall Advertising Media**

The in-mall advertising network effectively reaches high-purchasing-power target groups and serves as a vital marketing tool for boosting sales and reinforcing brand recall. It is particularly successful in influencing decision-making at the Point of Purchase (POP). The Company is dedicated to developing integrated media solutions in leading shopping malls, offering a full range of services both inside and outside the buildings, from static displays to interactive digital media. Currently, our presence includes premier locations such as Mega Bangna, Siam Center, Siam Paragon, Emporium, EmQuartier, and Central Group malls. By utilizing diverse display formats and technologies in aesthetically prominent locations, our media creates a strong brand image both indoors and outdoors. With coverage spanning central Bangkok and suburban areas, our in-mall media platforms effectively address the needs of various brands and reach a wide array of target audiences.





4.2 In-Convenience Store Advertising Media

The Company integrates advanced technology to modernize its media presentation, enhancing the ability of brands, content, and promotions to reach consumers rapidly. Currently, we provide a total of over 44,045 screens—including both digital displays and Point-of-Sale (POS) monitors—within 7-Eleven stores nationwide. Specifically, digital screens are installed in 2,000 7-Eleven branches across Bangkok and other provinces. These screens are strategically positioned above beverage coolers, frozen food sections, and snack aisles—high-traffic areas that maximize visibility and effectively engage a broad range of target audiences.

5. Airport Advertising Media

The Company has expanded its airport advertising business to provide comprehensive coverage for travelers, aligning with the steady growth in airline passenger numbers. Currently, the Company offers advertising services in 28 airports nationwide, featuring a total of 3,399 advertising panels. Media is strategically installed at airport entry and exit points, on luggage trolleys, at passenger terminal gates, and around baggage claim carousels. These high-visibility placements are designed to capture attention and effectively reach all segments of airport users throughout their journey.





Additionally, the Company has expanded its advertising services to include in-flight screens on Thai Airways International Public Company Limited (THAI), covering over 60 destinations worldwide. With an average frequency of more than 5,000 flights per month, the total number of in-flight advertising screens reached 15,288 in 2025.



Engagement Marketing Business

The Company aims to extend its business by leveraging its high-potential advertising resources to achieve upstream integration. The objective is to collaborate more closely with brands and product owners through the “4O” marketing strategy, which encompasses **Online, On-air, Out-of-home, and On-ground**. This engagement marketing business is categorized into two primary segments: Sports Marketing and Artist Management.

Sports Marketing

1. Football

The Company takes great pride in being appointed by the Football Association of Thailand under the Patronage of His Majesty the King (FA Thailand) as the official representative to manage the commercial rights for both the association and Thai League Co., Ltd. Leveraging extensive experience in managing diverse advertising formats and a broad client base across all industries, the Company has successfully expanded its revenue and business as the exclusive commercial rights manager. This role involves securing sponsorships for the national football teams, professional leagues, and other football-related activities for the period of 2021–2028 (totaling 8 years). By offering sports marketing solutions tailored to each brand, the Company effectively builds awareness and brand recall among new and wider consumer segments, while simultaneously supporting the development of national football. The commercial rights managed by the Company are categorized into three main types:

- 1) **Sponsorship Rights** The right to generate sponsorship revenue for the organization of competitions and other related activities of the Football Association of Thailand and Thai League Co., Ltd.
- 2) **Content Rights** The right to monetize official content belonging to FA Thailand and Thai League Co., Ltd. across all media platforms—including print, radio, television, digital, wireless, and telecommunications—both domestically and internationally.
- 3) **Merchandise Rights** The right to manufacture and distribute official souvenirs and merchandise for the Football Association of Thailand and Thai League Co., Ltd.

Beyond managing commercial rights, the Company builds a social network through multiple channels to elevate Thai football to international standards. This includes online platforms providing continuous news and activities, on-ground events such as pre-match activation booths, and the promotion of high-quality content via the Company’s Out-of-Home (OOH) media, which reaches over 80% of the target audience throughout Bangkok.





In addition, in 2025, the Company was officially granted the rights to manage the marketing rights for the Premier League and FA Cup competitions for a period of three seasons, from the 2025/26 season to the 2027/28 season. This is under a collaboration with Jasmine International Public Company Limited, or JAS, the holder of the broadcasting rights, and MONOMAX, a leading OTT platform. The Company will play a key role in the comprehensive management of marketing rights, covering commercial strategy planning, sourcing of business partners, development of marketing formats and activities aligned with audience behavior, as well as media management across all channels to enhance the effectiveness of target audience reach.

2. Boxing

In 2021, the Company established Global Sport Ventures Co., Ltd. (GSV) as a holding company to invest in boxing-related businesses. Managed by a team of experts with extensive experience in the sports industry and international marketing, GSV aims to elevate the profile of both Muay Thai and international boxing on a global scale, while promoting Muay Thai as one of Thailand's most high-potential Soft Powers.

The Company views the boxing business as a key driver for the future growth of Sports Marketing. Significant initiatives have already been launched to revitalize the industry, including competitions featuring over 600 boxers and 660 trainers from 77 provinces across Thailand. These efforts have successfully stimulated engagement and created continuous momentum within the Muay Thai industry.

Furthermore, GSV has acquired a 50% stake in Rajadamnern Boxing Stadium Co., Ltd., the operator of one of the world's oldest and most iconic standard boxing stadiums. This strategic investment aims to transform Rajadamnern Stadium into the "Global Hub of Muay Thai." By partnering with leading promoters to raise competition standards to an international level, the Company seeks to concretely solidify Muay Thai's role as a premier global Soft Power for Thailand.



In 2022, the Company launched the Rajadamnern World Series (RWS), marking a pivotal shift for Rajadamnern Stadium into a new era. The competition format was modernized to meet international standards, featuring changes such as: Reducing the number of rounds from 5 to 3 (3 minutes per round), Implementing a transparent scoring system where scores are revealed immediately after each round, Resizing the ring from 7x7 meters to 6x6 meters to increase the intensity and excitement of the fights.

In 2023, building on the success of its first season, the Company increased the winner's prize money for each division from 1 million to 3 million THB, while offering weekly special bonuses to incentivize fighters. Additionally, the Company partnered with four top-tier promoters—Petchyindee, Kiatpetch, Palangmai, and Sasiprapa—to launch "RWS Fight Night." The program is broadcast live every Saturday at 8:05 PM on Workpoint (Channel 23) and via Workpoint Entertainment's YouTube and Facebook channels.

In 2024, to commemorate the 80th anniversary of Rajadamnern Stadium, the Company introduced "Rajadamnern Immersive Muay Thai." This initiative features one of the world's largest Dome Projection Mappings, integrating spectacular light, color, and sound shows. This transformation positions Rajadamnern Stadium as a premier world-class tourist destination, offering a revolutionary Muay Thai experience.

In terms of global outreach, RWS is broadcast via DAZN, a leading global sports streaming platform, reaching over 200 countries. This enables partner brands to connect with over 500,000 on-site visitors annually and millions of viewers worldwide through live broadcasts, providing a significant platform for brands to elevate their international image and build global trust.



Most recently in 2024, the Company increased the diversity of its activities by expanding the competition schedule to cover seven days a week. This expansion primarily targets Thai and international tourists who appreciate the art of Muay Thai and seek an authentic experience at Rajadamnern Stadium. Additionally, the RWS program continues to reach a global audience via DAZN, broadcasting to over 200 countries worldwide.

The Company is committed to continuously promoting Muay Thai on an international scale by organizing matches abroad. This strategy aims to build global popularity and allow audiences worldwide to experience the true identity and charm of the sport. The ultimate goal is to drive Muay Thai as a powerful Soft Power for Thailand, fostering national pride on the global stage.

Furthermore, in 2025, the Company plans to further enhance the Immersive Muay Thai experience by presenting the legendary story of Rajadamnern Stadium and a full range of engaging content throughout the program. The Company also plans to launch a new official merchandise shop to accommodate tourist demand and better engage younger audiences, as well as create iconic photo spots to establish Rajadamnern Stadium as a top destination that tourists must visit.



3. International Broadcast

In 2021, the Company signed as the official marketing rights representative for the Tokyo 2020 Olympic Games. This mandate encompassed broadcasting rights, sponsorship management, and content management, with the goal of providing comprehensive access for the Thai public and fostering national pride as they cheered Thai athletes toward Olympic gold.

In 2023, the Company showcased its expertise by promoting the Hangzhou 2022 Asian Games through a comprehensive 360 degree communication strategy. Spanning the pre-competition, live, and post-event phases, the initiative utilized Out of Home media with impactful Key Visuals to foster emotional engagement. Additionally, the Company leveraged "Fast Ads" technology to deliver real time content updates and competition highlights, ensuring immediate audience resonance.

In 2024, building on its success with Tokyo 2020 and Hangzhou 2022, the Company was appointed the official broadcasting and marketing rights manager for Paris 2024 in Thailand. In partnership with Dentsu Inc. (Japan) and the IOC, the Company aims to turn the Olympics into a national phenomenon through multi-channel communication and public-private collaborations, structured across five marketing phases:

1. **Raising Awareness and Building Momentum** Commencing with a 100-day countdown initiative to generate early public interest and engagement.
2. **Promoting Brand Image and Supporting Thai Athletes** Focusing on publicizing the profiles and dedication of Thai national athletes to inspire and cultivate a strong fan base.
3. **Live Broadcast Management and Real-time Experiences** Delivering instantaneous coverage of competitions and results through an extensive media network to ensure the Thai public never misses a key moment.
4. **Celebrating Victory and Success** Organizing activities to recap achievements and congratulate Olympic heroes, reinforcing a sense of national pride.
5. **Supporting and Extending Inspiration to the Paralympics** Expanding the scope of support to the Paralympic Games to promote inclusivity and provide continuous encouragement for Thai athletes.

By integrating a comprehensive 4Os Media strategy comprising Out-of-Home media via a network of over 14,000 screens nationwide, Online media through the StadiumTH platform and social media, On-air television coverage across 21 channels, and On-ground activations at Olympic Park @ Samyan Mitrtown, the Company is committed to driving public awareness and fostering national pride in supporting Thai athletes at this global sporting event. Furthermore, the Company aims to ensure that communications for the Olympic Games Paris 2024 achieve immense success and international recognition.



4. E-Sports and Online Games

The Company drives Thailand's e-sports ecosystem by organizing the annual "**e-Football THAI LEAGUE**" in close collaboration with the Football Association of Thailand under Patronage of His Majesty the King and Thai League Co., Ltd. This partnership aims to elevate professional e-sports standards to ensure long term stability and sustainability.

Guided by a strategy focused on building a robust Business Ecosystem, the Company utilizes this annual tournament as a pivotal platform for comprehensive human capital development within the e-sports industry. Beyond scouting elite athletes, the initiative establishes clear career paths for next-generation coaches and Esports Managers across all 16 Thai League clubs, encompassing systematic recruitment, benefits administration, and professional revenue management.

5. กีฬาริ่ง

Running events remain a highly popular sporting activity in Thailand, attracting a significant number of both Thai and international participants. Consequently, the Company invested in Race Up Work Co., Ltd., a specialist in sporting events and marathon management operating under the concept of promoting Sport Tourism.

Event management prioritizes scenic running routes that showcase the unique identity of each province to stimulate local tourism and economic growth. Marathons under the Company's management are certified by World Athletics, reflecting international quality and standards. Furthermore, the Company leverages its robust Out-of-Home media network to publicize events and provincial landmarks while effectively managing sponsorships. This integrated approach enhances event value and concretely expands business opportunities within the sports marketing sector.



Music Marketing Business

The Company executes a strategic expansion from Out-of-Home media into the Music Marketing sector, aiming to create marketing models that effectively connect content, artists, and consumer experiences. This business group comprises two core segments:

1. Artist Management Business

The Company operates an Artist Management business focused on developing and managing talent while creating high quality musical content and marketing activities. Through the management of artists such as the girl group BNK48 and the boy band PROXIE, the Company leverages its robust Out of Home media network to effectively promote artists and content. This strategy fosters engagement between brands and consumers while strengthening the connection between artists and a broad target audience. The business is categorized into three primary segments

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

2. Event and Concert Management Business

The Company continues to generate revenue through its event and concert management business, achieving significant success over the past year. Key highlights include the Thai Rhythm Music Festival, which featured a diverse lineup of leading artists, the SCRUBB LIGHT - HEAVY WEIGHT concert, which received an enthusiastic response from fans, and the Bakerian concert, which showcased the unique charm and identity of the artists. These activities not only generate revenue but also bolster the Company's reputation as a high-quality event organizer, elevating audience entertainment experiences and delivering impressive value added to the overall business.



AWARDS AND ACHIEVEMENTS

GRI 2-28

Plan B is committed to balancing business growth with Environmental, Social, and Governance goals, a dedication consistently validated by numerous prestigious awards and certifications over the years.

1 Business Management Excellence Awards

- The Company has been a constituent of the **SET100 Index** from 2015 to 2025.
- Member of the **MSCI Global Small Cap Index** from 2015 to 2023, as designated by Morgan Stanley Capital International (MSCI)
- **Distinguished Award in Corporate Management Excellence for 2025**, presented by the Thailand Management Association (TMA) in collaboration with Sasin School of Management, Chulalongkorn University.
- **Thailand's Top Corporate Brands 2024 Award** for the organization with the highest corporate brand value in the Media and Publishing sector, presented by the Master's Program in Branding and Marketing, Faculty of Commerce and Accountancy, Chulalongkorn University, in collaboration with the Stock Exchange of Thailand (SET).

2 Corporate Governance Excellence Awards

- The Company has received renewed certification as a **member of the Thai Private Sector Collective Action Against Corruption (CAC)** from 2019 to 2025.
- The Company received an **"Excellent"** rating in **the Corporate Governance Report of Thai Listed Companies 2025** for the ninth consecutive year, from 2017 to 2025.
- The Company received a **full score of 100** in **the Thai Private Sector Collective Action Against Corruption (CAC) assessment** from 2017 to 2022, as assessed by the Thai Investors Association.
- **Top 70 ASEAN CG Scorecard 2018 and ASEAN CG Scorecard Award 2019** (ASEAN Asset Class Award) under the ASEAN CG Scorecard Project.

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- Recognition in the **ESG100** or ESG Emerging List for outstanding sustainability performance from 2023 to 2024 by Thaipat Institute's ESG Rating
- Selection for the **Thailand Sustainability Investment (THSI)** list for four consecutive years from 2021 to 2024 by the Stock Exchange of Thailand (SET)
- **SET ESG Ratings** at the 'AA' level for 2023 to 2024 by the Stock Exchange of Thailand (SET)
- **SET ESG Ratings** at the 'AAA' level for 2025 by the Stock Exchange of Thailand (SET)

- **Sustainability Disclosure Award** from 2022 to 2024 by Thaipat Institute
- **Commended Sustainability Awards** in the Sustainability Excellence category at the SET Awards 2025 by the Stock Exchange of Thailand (SET)

4 Investor Relations Awards

- Investor Relations Awards for listed companies at the **SET Awards** for five consecutive years from 2021 to 2025, organized by the Stock Exchange of Thailand and Money & Banking Magazine, comprising:
 - **Best Investor Relations Award from 2021 to 2022**, in the category of listed companies with market capitalization of over THB 10,000 million but not exceeding THB 30,000 million.
 - **Best Investor Relations Award in 2023**, in the category of listed companies with market capitalization of over THB 30,000 million but not exceeding THB 100,000 million.
 - **Outstanding Investor Relations Award from 2021 to 2022**, in the category of listed companies with market capitalization of over THB 10,000 million but not exceeding THB 30,000 million.
 - **Outstanding Investor Relations Award from 2023 to 2024**, in the category of listed companies with market capitalization of over THB 30,000 million but not exceeding THB 100,000 million.
 - **Best Investor Relations Award in 2025**, in the category of listed companies with market capitalization of over THB 30,000 million but not exceeding THB 100,000 million.
- **IAA Awards for Listed Companies 2025**, comprising three awards: Outstanding CEO, Best CFO, and Best IR, organized by the Investment Analysts Association (IAA.)

5 Innovative Design and Creativity Excellence Awards

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

3% Red Ads Campaign

- Gold Award in **Design: Graphic and Publication Design** at PHNX 2025
- Bronze Award in **Media Star: Non-profit/Charity/Government** at MAD STARS 2025
- Silver Award in **Media** at Dragons of Asia 2025
- Blue Dragon Award in **Media: Best Campaign in Thailand** at Dragons of Asia 2025
- Recognized as a **Work for Good** selection by CAMPAIGN BRIEF - THE WORK 2025
- Recognized as a **Health & Pharma** selection by CAMPAIGN BRIEF - THE WORK 2025
- Silver Award in **Public Interest: Health & Safety** at EPICA AWARDS 2025

The Eye-Diagnostic Billboard Campaign

- Gold Award in **Best Use of OOH & Transit: Non-movable** at MAAT 2025
- Silver Award in **Effectiveness Awards** at MAAT 2025

Rajadamnern Immersive Muay Thai by GSV

- **Best in Show** Award 2025 at MMA SMARTIES 2025
- Gold Award in **Brand Experience** at MMA SMARTIES 2025
- Gold Award in **Future Forward Technology Marketing** at MMA SMARTIES 2025
- Gold Award in **Effectiveness Award** at MAAT Media Awards 2025
- Gold Award in **Excellence in Anniversary Marketing** at MARKETING EXCELLENCE Awards 2025
- Gold Award in **Excellence in Marketing Transformation** at MARKETING EXCELLENCE Awards 2025
- Gold Award in **Experiential** at Creativepool
- Silver Award in **Design Driven Effectiveness** at White Square
- Bronze Award in **Service/Product Launch** at MMA SMARTIES 2025
- Bronze Award in **Brand Experience** at ADMAN Awards 2025
- Bronze Award in **Branded Entertainment** at ADMAN Awards 2025
- Bronze Award in **Business Transformation** at White Square
- **Design Excellence Award 2025** (DEmark)
- **RWS Sports Partner of the Year** at TikTok Awards
- **WBC MUAYTHAI Man of the Year** by WBC Muay Thai
- **Outstanding Valuable Boxing Personnel Award** by Sports Authority of Thailand 2025
- **2nd Best Soft Power & Tourist Destination Influencer Campaign** at THAILAND INFLUENCER AWARDS
- **Finalist in Excellence in Experiential Marketing** at MARKETING EXCELLENCE Awards 2025
- **Shortlist in Instore Design** at White Square

Counterpain Moment Campaign

- Silver Award in **Branded Entertainment: Sport** at ADMAN Awards 2025
- Bronze Award in **Brand Experience: Sponsorship & Brand Partnership** at ADMAN Awards 2025
- Bronze Award in **Branded Entertainment: Audience Engagement/ Distribution Strategy** at ADMAN Awards 2025
- Bronze Award in **Branded Entertainment: Brand Partnerships, Sponsoring and Collaborations** at ADMAN Awards 2025
- Bronze Award in **Digital & Social: Healthcare** at ADMAN Awards 2025
- Finalist in **Practices & Specialism: Sponsorship** at MAD STARS 2025
- Finalist in **Culture & Context: Context Market** at MAD STARS 2025

PLAN B'S SUSTAINABILITY DEVELOPMENT FRAMEWORK

Plan B Media Public Company Limited is committed to conducting business alongside sustainable development, prioritizing systematic management of Environmental, Social, and Governance (ESG) factors. This approach aims to balance business growth with social and environmental responsibility while creating long term value for all stakeholders.

The Company has established a sustainability development framework aligned with its corporate sustainability policy and the United Nations Sustainable Development Goals (SDGs). Continuous operations are driven by the following key principles:

1 Sustainability Governance

The Company has established a sustainability governance structure under the oversight of the Board of Directors and executives to define the direction, policies, and ESG framework in alignment with business strategies and enterprise risk management.

2 Sustainability Materiality Review

The Company regularly conducts Materiality Assessments to identify issues impacting the business and stakeholders, utilizing the results to determine appropriate operational guidelines and management approaches.

3 Stakeholder Engagement

The Company prioritizes listening to the opinions and expectations of all stakeholder groups through continuous communication channels and surveys. This data informs the formulation of sustainability policies and operational frameworks.

4 Sustainability Goals and Key Performance Indicators (KPIs)

The Company sets clear goals and KPIs across Environmental, Social, and Governance dimensions to systematically monitor and evaluate performance, supporting long-term sustainable business growth.

5 Integrating Sustainability into Business Operations

The Company integrates ESG principles into operational processes and business decision-making at all levels. This includes promoting collaboration with partners and business alliances to elevate responsible operational standards throughout the value chain.

6 Raising Awareness and Human Capital Development

The Company promotes sustainability awareness among the Board of Directors, executives, and employees through internal communications, training, and activities to cultivate a corporate culture centered on responsible business conduct.

7 Monitoring, Evaluation, and Disclosure

The Company continuously monitors and evaluates sustainability performance while disclosing relevant information transparently according to international reporting standards, ensuring stakeholders are fully informed of progress and results.

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.

PLAN B'S SUSTAINABILITY FRAMEWORK AND STRATEGY

The Company has established a sustainability development framework aligned with its corporate sustainability policy and the United Nations Sustainable Development Goals (SDGs). Our continuous operations are driven by the following key principles:

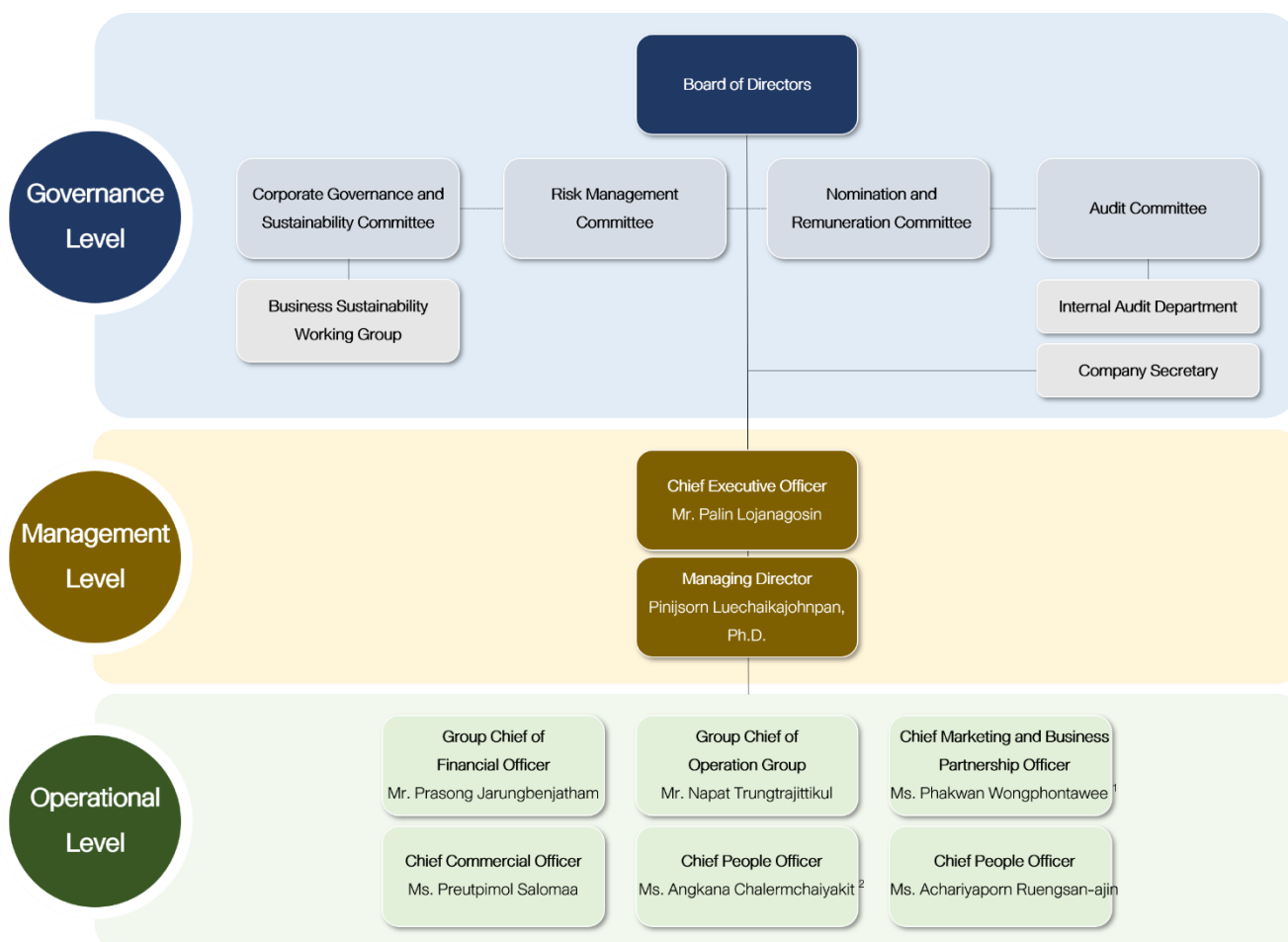


PLAN B'S SUSTAINABILITY DEVELOPMENT STRUCTURE

GRI 2-9, 2-12, 2-13

Plan B Media Public Company Limited has established a systematic sustainability management and governance structure. This framework extends from the Board of Directors and senior executives to operational units, ensuring efficient, transparent operations aligned with good corporate governance principles.

The Company has also formed a **Business Sustainability Working Group** to integrate Environmental, Social, and Governance (ESG) factors across all organizational levels. This group is responsible for coordinating, monitoring, and driving sustainability initiatives toward defined goals. This structure strengthens the link between governance, management, and operations, enabling the Company to achieve stable and sustainable long-term growth.



Note: ¹ Ms. Phakwan Wongphontawee resigned from the Company, effective 1 May 2025

² Ms. Angkana Chalermchaiyakit resigned from the Company, effective 25 December 2025

SUSTAINABILITY POLICY

GRI 2-13, 2-22, 2-23, 2-24

Sustainable Business Practices

Plan B Media Public Company Limited operates with a steadfast commitment to delivering value to our customers, shareholders, and all stakeholders. Guided by a sustainable development framework aligned with both national and international standards, the Company prioritizes every stage of our operations—from strategic planning and business execution to the delivery of high-quality services. We strive to maintain a harmony between economic growth, social responsibility, and environmental stewardship, while strictly adhering to the principles of transparent and accountable corporate governance.

The Company focuses on fostering innovation, driving business growth, and operating with a deep awareness of our social and environmental footprint to create shared value for all stakeholders. We believe that sustainability extends beyond long-term business viability; it represents growing together with society in a balanced manner through efficient management and a dedicated responsibility toward the community and the environment.

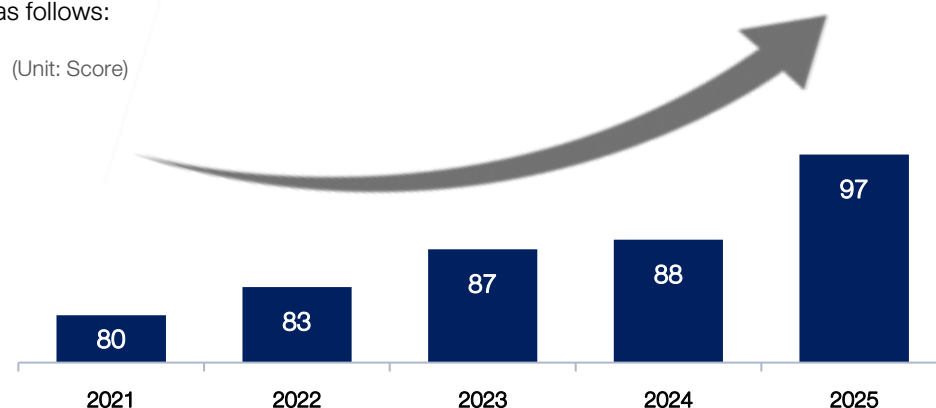
Sustainability Governance

To drive sustainability systematically, the Company has established and published its [Sustainability Policy](#) for employees and business partners, fostering a shared understanding and commitment to operating in accordance with international standards.

The Company has appointed the **Business Sustainability Working Group**, consisting of representatives from Value Management, People, Purchasing, Digital Media, Static Media, Legal, Customer Experience and Marketing, Investor Relations, and the Company Secretary. The group is responsible for defining frameworks, strategic planning, and monitoring sustainability performance, with progress reports submitted to the **Corporate Governance and Sustainability Committee** every six months.

Sustainability Performance

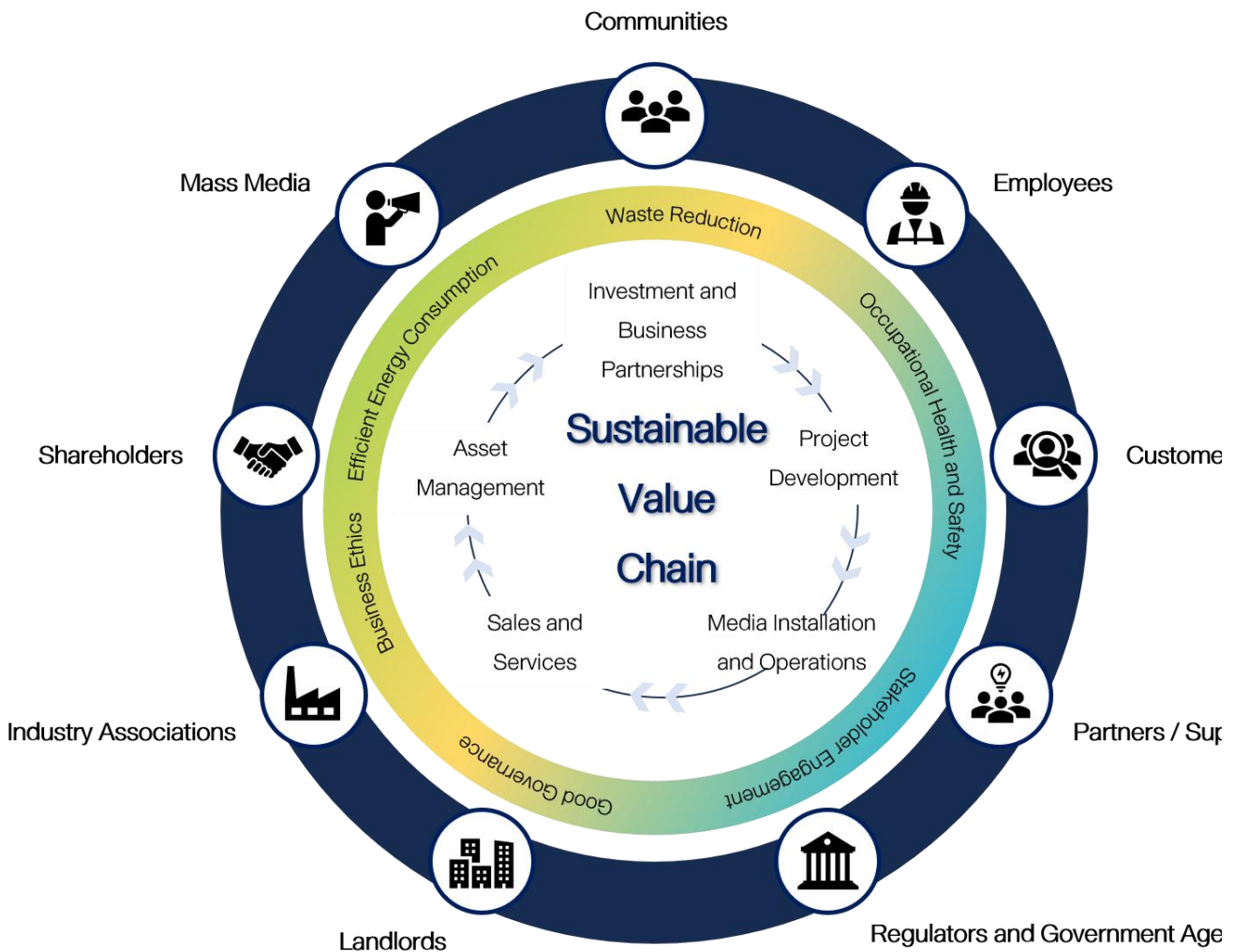
Reflecting our commitment to sustainability, the Company has consistently earned recognition from the Stock Exchange of Thailand (SET). We were listed in the **Thailand Sustainability Investment (THSI)** from 2021–2022. Since 2023, under the new **SET ESG Ratings** framework, our performance has continued to improve as follows:



SUSTAINABLE VALUE CHAIN

Plan B Media Public Company Limited operates an end-to-end business across the entire value chain, encompassing site acquisition, media development and installation, media and display management, content creation, marketing and sales strategizing, and customer service. Our operations cover both owned and managed media nationwide. The Company strives to enhance efficiency across all processes while delivering stakeholder value, focusing on media quality, superior customer experiences, and fair, appropriate pricing. We utilize media effectiveness measurement tools and provide comprehensive after-sales services to strengthen customer satisfaction and foster long-term relationships.

Overall, Plan B is committed to driving our media business through a sustainable value chain. By integrating Environmental, Social, and Governance (ESG) dimensions into every decision and operational process, we create shared value and effectively meet the expectations of all stakeholders. Through efficient resource management, elevated safety standards, and business ethics, we strengthen organizational resilience and ensure robust, long-term growth.



Value Chain Structure and ESG Integration

Plan B's business operations encompass five core activities, with ESG integration strategies as follows:

1. Investment and Business Partnerships

The Company carefully selects investments and business partners by considering business potential, risks, and ESG impacts in order to establish transparent and sustainable long-term partnerships.

Relevant Stakeholders: Shareholders, Investors, Business Partners, Government Agencies

ESG Integration:

- Environmental: Integrating environmental criteria into investment and partner selection.
- Social: Promoting supply chain equity and long-term partner relationships.
- Governance: Selecting partners based on transparency, ethics, and governance standards.

2. Project Development

The Company develops projects and advertising media tailored to customer needs and local contexts while considering community and environmental impacts, ensuring strict compliance with relevant laws and regulations.

Relevant Stakeholders: Customers, Communities, Government Agencies, Business Partners

ESG Integration:

- Environmental: Designing projects with a focus on resource efficiency.
- Social: Minimizing community impacts and enhancing the quality of life for stakeholders.
- Governance: Adhering to legal requirements and advertising industry regulations.

3. Media Installation and Operations

The Company manages the installation and operation of advertising media with an emphasis on resource efficiency and environmental impact mitigation through advanced technologies, such as LED systems and efficient energy management.

Relevant Stakeholders: Employees, Contractors, Business Partners, Communities

ESG Integration:

- Environmental: Enhancing energy efficiency, reducing waste, and mitigating greenhouse gas emissions.
- Social: Managing occupational health and safety in operational activities.
- Governance: Maintaining quality control and operational standards.

4. Sales and Services

The Company is committed to delivering high-quality products and services that meet customer demands and enhance consumer experiences, grounded in business ethics and operational transparency.

Relevant Stakeholders: Customers, Consumers

ESG Integration:

- Environmental: Promoting efficient media usage and reducing environmental footprints.
- Social: Ensuring fair service delivery and respecting consumer rights.
- Governance: Protecting customer data privacy and conducting business with transparency.

5. Asset Management

The Company manages advertising media and assets effectively, focusing on resource optimization and environmental impact reduction while generating sustainable returns for shareholders and stakeholders.

Relevant Stakeholders: Shareholders, Investors, Communities, Government Agencies

ESG Integration:

- Environmental: Improving energy and resource utilization efficiency.
- Social: Managing impacts on surrounding communities and ensuring appropriate land use.
- Governance: Ensuring transparent and efficient asset management.

Sustainable Supply Chain Management

The Company places importance on responsible supply chain management by establishing a Supplier Code of Conduct, which covers Environmental, Social, and Governance (ESG) matters, to serve as a guideline for conducting business together.

The Company screens all suppliers and requires them to acknowledge and comply with ESG requirements, as well as provide relevant business information for use in assessing supply chain risks, particularly those related to environmental, social, and governance matters. In addition, the Company has established a systematic supplier risk assessment process, requiring suppliers to conduct ESG self-assessments in order to classify risk levels and determine appropriate control and monitoring measures.

The Company regularly monitors and evaluates supplier performance, covering both the quality of products and services and ESG performance, to ensure that suppliers' operating standards are aligned with the Company's sustainability approach and that potential risks can be managed effectively. In the event that risks or issues that may cause impacts are identified, the Company will establish corrective measures and continuously monitor their implementation in order to mitigate impacts and enhance suppliers' operating standards.

The Company strongly believes that sustainable supply chain management is a key foundation for building strong business partnerships and growing together over the long term. Therefore, the Company focuses on strengthening collaboration in sustainable business development across all dimensions through an integrated and continuous approach. The Company also regularly provides safety training to new suppliers involved in project work and advertising media installation, as well as suppliers with safety-related risks, in order to enhance working standards to achieve the highest level of safety, reduce potential risks, and strengthen mutual trust. This reflects the Company's commitment to promoting stable and sustainable growth together.

STAKEHOLDER IDENTIFICATION AND PRIORITIZATION

Stakeholder Identification and Prioritization is an important process under the Company's sustainability framework. It enables the Company to manage risks, enhance transparency, respond to stakeholder expectations across all ESG dimensions, and drive responsible and sustainable business operations.

The results of stakeholder identification and prioritization are integrated into the Double Materiality Assessment process. The expectations and concerns gathered from stakeholders are reflected in the stakeholder significance axis of the materiality matrix, enabling the Company to allocate resources and formulate response strategies accurately and effectively. The key steps are as follows:

1. Stakeholder Identification

Companies typically engage with diverse stakeholder groups, ranging from individuals and groups to organizations, identified by their mutual influence or impact on the Company's activities, products, and services. Each stakeholder group experiences varying levels of impact and benefit, resulting in distinct levels of engagement and specific areas of interest or concern regarding the Company's operations.

This stakeholder identification process serves as a critical foundation for the Double Materiality Assessment. The Company has integrated stakeholder considerations throughout the entire value chain, from upstream and midstream to downstream, to ensure that all perspectives are heard and incorporated into the organization's strategic direction.

Stakeholder identification for the engagement process should be conducted by the relevant internal departments responsible for those specific activities, in alignment with the defined objectives and scope.

Stakeholder identification may begin by brainstorming fundamental questions, such as identifying those for whom the Company provides products and services, those impacted by or influencing production, those with specific interests in the Company's offerings, and those who supply goods and services. Subsequently, more specific questions aligned with the process objectives are utilized to systematically prioritize and map stakeholder relationships. The Company may categorize the scope of stakeholder engagement based on the nature of each group's involvement as follows:

Principles for identifying stakeholders of the company

Participation characteristics	Meaning
Dependency	Stakeholders who directly or indirectly depend on the Company's operations, or those the Company relies upon to conduct its business.
Responsibility	Stakeholders to whom the Company holds legal, commercial, operational, or ethical responsibilities, both currently and in the future.
Tension	Stakeholders requiring close economic, social, or environmental support from the Company.

Participation characteristics	Meaning
Influence	Stakeholders who influence the Company, shape the opinions of other groups, or impact strategic decision-making.
Diverse perspective	Stakeholders whose diverse perspectives drive innovation and identify novel or unprecedented practices.

Source: Stakeholder Engagement Standard (SES)

Once stakeholders are identified by their engagement characteristics, the Company considers representatives of vulnerable groups or those with significant concerns but limited social influence. Within the Out-of-Home (OOH) media context, the Company prioritizes vulnerable groups, such as migrant workers employed by subcontractors for billboard installation or communities situated near large digital displays. To address this, the Company applies Human Rights Due Diligence (HRDD) to identify and prevent potential negative impacts on these groups comprehensively.

Concurrently, the Company remains vigilant regarding stakeholders who may not have a direct interest but could impact corporate reputation. Additional stakeholders may be identified after the engagement process begins, often through recommendations from existing stakeholders or internal personnel.

To align with sustainability principles, the Company considers stakeholders across the ESG framework:

- **Environmental** Local communities and government agencies potentially affected by resource consumption, waste generation, or ecological changes.
- **Social** Employees, business partners, customers, and vulnerable labor groups or communities at risk from corporate policies or practices.
- **Governance** Shareholders, investors, and regulators who promote transparency, accountability, and corporate governance.

These considerations enable the Company to design tailored engagement strategies and mitigate future ESG risks, fostering long-term stability. Consequently, the Company categorizes its stakeholders into nine key groups:

1. **Shareholders/Investors** Capital providers and drivers of business growth, focused on long-term value creation and sustainable returns.
2. **Employees** Critical drivers of corporate strategy and innovation who deliver exceptional experiences.
3. **Customers** Business partners utilizing advertising space who expect innovative solutions and effective marketing results.
4. **Business Partners** Key supply chain supporters who deliver quality services while maintaining safety and ethical standards.
5. **Communities** Stakeholders for whom the Company mitigates environmental impacts while enhancing quality of life and creating shared value.

6. **Lessors** Strategic partners providing advertising space to enhance local landscapes and generate economic value.
7. **Regulators and Government Agencies** Policymakers and authorities who define legal frameworks and industry directions.
8. **Media** Essential channels for accurate and transparent communication of corporate information and performance to the public.
9. **Industry Associations** Collaborative networks that drive professional standards and promote the sustainable growth of the advertising industry.

2. Stakeholder Prioritization

Stakeholder Prioritization is an important step in analyzing and prioritizing stakeholder groups with whom the Company needs to engage, as well as in determining appropriate measures to carry out stakeholder engagement with key stakeholder groups within an appropriate timeframe. The Company has integrated value chain impact factors into the analysis process in order to determine measures and allocate resources as effectively as possible. The prioritization is based on two key factors as follows:

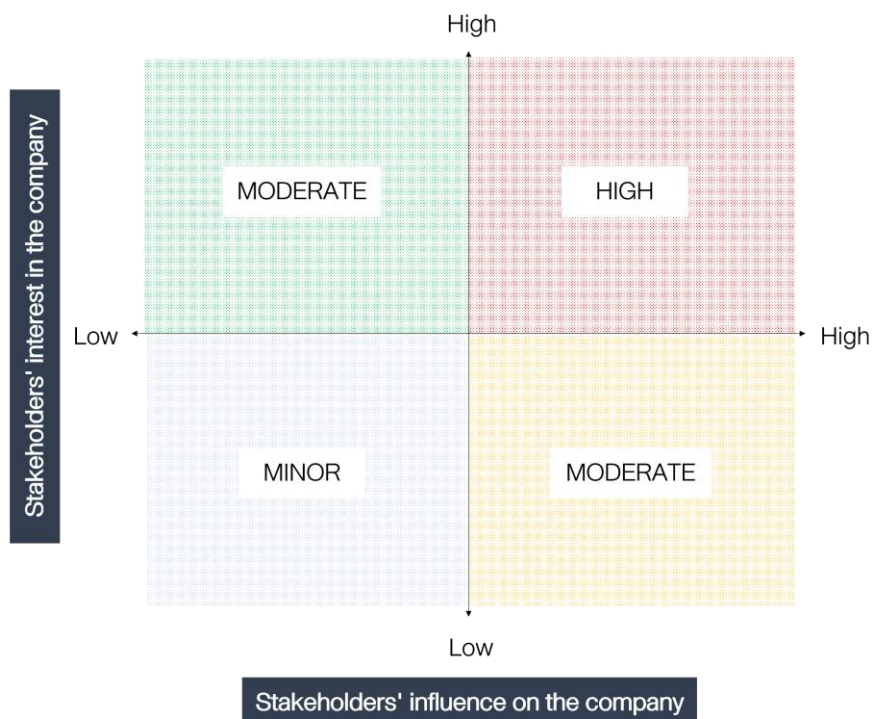
- **Influence** refers to the degree to which stakeholders have influence over the Company's operations, including the power to effect change or influence decision-making in any aspect of the Company.
- **Interest** refers to the level of expectations or interest that stakeholders have in the Company's performance, business activities, or potential impacts arising from the Company's business operations.

Strategic Integration & Oversight

The insights gained from analyzing stakeholder influence and interest serve as critical inputs for the Double Materiality Assessment, enabling the Company to define corporate strategies with precision. Furthermore, in alignment with international corporate governance standards, the Board of Directors or the Sustainability Committee is tasked with reviewing the stakeholder mapping annually. This oversight ensures that engagement strategies remain current and capable of addressing emerging challenges in a timely manner.

Stakeholder Matrix

The prioritization of each stakeholder group's influence and interest regarding the Company is conducted using a 4-level scoring system. The criteria for influence and interest are detailed as follows:



The prioritization of stakeholders within the Stakeholder Matrix can be categorized into four distinct groups:

- **High Level (Red Zone)** Stakeholders with high influence and high interest. The Company prioritizes this group as they are significantly impacted by and exert substantial influence over corporate operations.
- **Medium Level (Green Zone)** Stakeholders with high influence but low interest. While they are not significantly impacted by the Company's operations, they possess considerable influence over them. The Company focuses on raising awareness and fostering a positive perception among this group.
- **Medium Level (Yellow Zone)** Stakeholders with low influence but high interest. This group is significantly impacted by the Company's operations despite having limited influence. The Company should encourage engagement and consolidate their feedback to support operational effectiveness.
- **Minor Level (Blue Zone)** Stakeholders with low influence and low interest. These stakeholders are not significantly impacted by operations and hold minimal influence. While extensive management efforts are not required, the Company monitors them as a group with potential for increased influence or interest in the future.

Stakeholder Engagement Approaches

Stakeholder Priority Level	Engagement Objective	Engagement Methods
High Level (Red Zone)	Engagement and relationship building with stakeholders	Two-way communication, such as: <ul style="list-style-type: none"> - Establishing committees with representatives from the Company and stakeholders - Focus group meetings - Discussion forums for exchanging perspectives
Medium Level (Green Zone) Medium Level (Yellow Zone)	Addressing stakeholder needs and concerns	Targeted two-way communication, such as: <ul style="list-style-type: none"> - Individual interviews - Seminars and workshops - Questionnaires and surveys
Low Level (Blue Zone)	Maintaining stakeholder awareness	Information disclosure through various communication channels, such as: <ul style="list-style-type: none"> - Publication of Sustainability Reports - Public relations via website/printed media - Periodic general information updates

Grievance Mechanisms

To ensure that stakeholder engagement aligns with international assessment criteria and the United Nations Guiding Principles on Business and Human Rights (UNGPs), Plan B has established a comprehensive corporate grievance mechanism covering environmental, social, and governance (ESG) aspects. The Company provides diverse, secure, and accessible reporting channels for stakeholders throughout the value chain, including vulnerable groups. To ensure maximum safety, complainants have the option to report concerns anonymously.

In terms of management, the Company strictly enforces a Whistleblower Protection Policy. The investigation process is conducted independently, transparently, and fairly, with defined timelines for resolution and appropriate remedial measures to address potential impacts. This robust mechanism not only facilitates risk management but also reinforces the Company’s commitment to transforming stakeholder feedback into a driving force for sustainable organizational development.

STAKEHOLDER ENGAGEMENT


The Company prioritizes the roles of all internal and external stakeholder groups, committing to fair, equitable, and appropriate treatment for all parties. Under the oversight of the Board of Directors, the Corporate Governance and Sustainability Committee is responsible for approving policies, reviewing engagement outcomes, and monitoring progress annually. This ensures that corporate strategies effectively address emerging challenges while fostering broad participation across operations to build strong relationships grounded in mutual trust and respect.



Furthermore, the Company believes that creating shared value with stakeholders serves as the vital foundation for sustainable development and long-term success. To this end, the Company has established safe and accessible grievance mechanisms for all stakeholder groups, ensuring transparency and protecting complainant rights in accordance with international standards. Comprehensive statistics on grievances and resolution outcomes are reported directly to the Audit Committee to maintain the highest level of corporate transparency.

Stakeholder Engagement Results and Responses for the 9 Key Groups


The outcomes derived from gathering stakeholder expectations, as detailed in the table below, have been integrated into our business plans and established as Key Performance Indicators (KPIs) for executives and relevant departments. This ensures the concrete advancement of our ESG strategy across all levels of the organization.

Stakeholders	Key Interests	Actions and Responses	Engagement Channels	Value Creation
 Shareholders / Investors	<ul style="list-style-type: none"> Business Ethics and Transparency Business Performance and Competitive-ness Growth Trajectory and Future Outlook 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 	<ul style="list-style-type: none"> Annual General Meeting of Shareholders (AGM) Quarterly and annual earnings reports, disclosed via the Company's website and the Stock Exchange of Thailand (SET) Communication channels, 	<ul style="list-style-type: none"> Driving the organization towards sustainability Conducting business with transparency and accountability, supported by effective corporate governance Maintaining stable, sustainable, and growing

Stakeholders	Key Interests	Actions and Responses	Engagement Channels	Value Creation
		transparency and timeliness <ul style="list-style-type: none"> • Responsive-ness to Shareholder and Investor Feedback • Designated Functions for Shareholder and Investor Relations 	including the corporate website, email, and telephone <ul style="list-style-type: none"> • Whistleblowing and grievance channels 	business performance <ul style="list-style-type: none"> • Regular and Consistent Disclosure of Operational Results • Respecting Shareholder Rights and Ensuring Equitable Treatment
 <p>Employees</p>	<ul style="list-style-type: none"> • Career Advancement and Pathing • Training and Skill Development • Compensation, Benefits, and Incentives • Occupational Health and Safety • Transparency, Human Rights Respect, and Equitable Treatment • Diversity, Equity, and Inclusion (DEI) and Holistic Physical and Mental Well-being 	<ul style="list-style-type: none"> • Continuous Training and Development • Talent Retention Programs • Fair Compensation and Benefits • Labor Law Compliance • Respect for Human Rights Principles • Grievance and Whistleblowing Channels • Corporate Value Definition • Anti-Discrimination and Human Rights Due Diligence (HRDD) 	<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"> • Training for Career Advancement • Continuous potential development • Career stability and progression • Occupational health, safety, and work environment assessments • Formal grievance mechanisms • Establishing a diverse organization that respects fundamental human rights

Stakeholders	Key Interests	Actions and Responses	Engagement Channels	Value Creation
 <p>Customers</p>	<ul style="list-style-type: none"> • Fair treatment • Environmental Protection • Strategic Media Locations • Innovative Product Development • Data Security and Privacy • Resource Conservation 	<ul style="list-style-type: none"> • Conduct business in strict compliance with applicable law • Customer-Centric Products at Fair Pricing • Dedicated Feedback and Grievance Management • Sourcing raw materials from sustainable origins • Environmental Conservation Initiatives • Strict Adherence to Ethics and Policies 	<ul style="list-style-type: none"> • Customer Service Center • Annual Customer Satisfaction Surveys • Customer Relationship Management (CRM) activities, such as networking and engagement events • Grievance, suggestion, and feedback channels • Whistleblowing and reporting channels 	<ul style="list-style-type: none"> • Media and Product Credibility • Delivering high-quality products that meet customer expectations at fair and appropriate prices • 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 Strategic Direction and Business Growth • Supplier Capacity Building • Supplier ESG Risk 	<ul style="list-style-type: none"> • Establish a Supplier Code of Conduct to define operational standards • Develop collaborative partnership programs with strategic suppliers • Designate responsible 	<ul style="list-style-type: none"> • Collaborative development of media audience measurement metrics with partners • Continuous enhancement of media quality in cooperation with suppliers 	<ul style="list-style-type: none"> • Technological Knowledge and Innovation • Transparent, Fair, and Verifiable Procurement • Compliance with Contractual Agreements • Positive Relationships between the

Stakeholders	Key Interests	Actions and Responses	Engagement Channels	Value Creation
	<p>Assessment and Human Rights in the Supply Chain</p>	<p>functions to manage supplier communications and direct material issues</p> <ul style="list-style-type: none"> • Treat all suppliers with equity and fairness in accordance with the Business Code of Conduct • Conduct annual Supplier ESG Assessments and ensure a safe working environment for contractors 	<ul style="list-style-type: none"> • Supplier selection processes and performance evaluation frameworks • Joint supplier meetings and engagement sessions • Annual Report • Corporate Website • Whistleblowing Channels 	<p>Company and Suppliers</p> <ul style="list-style-type: none"> • Long-term Trust and Strategic Partnerships • High-quality Products and Services for Other Stakeholders
 <p>Communities</p>	<ul style="list-style-type: none"> • Business Impacts on Communities and the Environment • Enhancing Community Well-being through Income Generation, Employment, Education, and Health 	<ul style="list-style-type: none"> • Operate with due care to prevent impacts on communities and the environment • Strictly adhere to all relevant laws and regulations • Communicate accurate and timely 	<ul style="list-style-type: none"> • Site Visits • Corporate Social and Environmental Responsibility Activities • Community Satisfaction Surveys • Annual Report • Corporate Website • Whistleblowing Channels 	<ul style="list-style-type: none"> • Minimizing Business Operations Impacts on Communities and the Environment • Positive Relationships between the Company and Communities • Tangible Value

Stakeholders	Key Interests	Actions and Responses	Engagement Channels	Value Creation
	<ul style="list-style-type: none"> • Business Conduct in Compliance with Laws and Regulations • Protection of Human Rights • Environmental Grievance Management regarding Light or Noise Pollution and Local Economic Support 	<p>information to the community</p> <ul style="list-style-type: none"> • Initiate environmental conservation projects • Initiate social empowerment and community development programs • Establish clear Service Level Agreements (SLA) for grievance resolution and proactive environmental impact monitoring 		<p>Creation Projects</p> <ul style="list-style-type: none"> • Enhanced Quality of Life • Harmonious Coexistence with Communities Free from Disputes
 <p>Leases</p>	<ul style="list-style-type: none"> • Fair Treatment and Practices • Environmental Protection • Media Out-of-Home Advertising Locations • Structural Safety and Stability of Signage 	<ul style="list-style-type: none"> • Business Operations in Compliance with Relevant Laws 	<ul style="list-style-type: none"> • Tenant Relationship Management • Annual Satisfaction Assessment • Annual Report • Corporate Website • Whistleblowing Channels 	<ul style="list-style-type: none"> • Long-term Trust and Confidence in the Company • Positive Relationships between the Company and Tenants

Stakeholders	Key Interests	Actions and Responses	Engagement Channels	Value Creation
 <p>Regulatory authorities and the government</p>	<ul style="list-style-type: none"> • Business Ethics • Compliance with Relevant Laws and Regulations • Transparency and Information Disclosure • Public Sector Collaboration to Enforce Policies and Serve as a Sector Role Model • Social and Environmental Protection 	<ul style="list-style-type: none"> • Operating with Care and Respect for Applicable Laws • Transparent Disclosure of Information • Collaboration and Support for Initiatives Benefiting the Real Estate Sector and the Company • Initiating Long-term Projects to Mitigate Impacts and Enhance Social and Environmental Quality 	<ul style="list-style-type: none"> • Corporate Operational Disclosures • Utilization of Advertising Space for Public Interest Communications • Collaboration and Support for Relevant Initiatives • Whistleblowing Channels 	<ul style="list-style-type: none"> • Compliance with Relevant Laws and Regulations • Transparency in Bidding and Concession Processes • Serving as a Model for Responsible Business Conduct • Media Credibility and Reliability • Transparency, Accountability, and Effective Corporate Governance
 <p>Industry Associations</p>	<ul style="list-style-type: none"> • Business Ethics • Compliance with Relevant Laws and Regulations • Transparency and Information Disclosure • Collaboration with Industry Associations to Serve as a Sector Role Model 	<ul style="list-style-type: none"> • Operating with Care and Respect for Applicable Laws • Transparent Disclosure of Information • Collaboration and Support for Initiatives Benefiting the Real Estate Sector and the Company 	<ul style="list-style-type: none"> • Engagement with Industry Associations with Aligned Objectives • Annual Report • Corporate Website • Whistleblowing Channels 	<ul style="list-style-type: none"> • Good Corporate Governance • Positive Relationships between the Company and Industry Associations

Stakeholders	Key Interests	Actions and Responses	Engagement Channels	Value Creation
	<ul style="list-style-type: none"> • Social and Environmental Protection • Driving Public Policy and Elevating Industry Environmental Standards 	<ul style="list-style-type: none"> • Initiating Long-term Projects to Mitigate Impacts and Enhance Social and Environmental Quality 		
 <p>Media</p>	<ul style="list-style-type: none"> • Transparency and Information Disclosure • Strategic Business Direction • Data Security and Personal Data Protection 	<ul style="list-style-type: none"> • Designate responsible functions to manage media relations • Communicate and disclose information in a timely manner • Provide opportunities for media feedback and opinions 	<ul style="list-style-type: none"> • Communication formats and channels • Support and engagement in media activities • Press releases and media interviews • Annual Report • Corporate Website • Whistleblowing Channels 	<ul style="list-style-type: none"> • Positive Relationships between the Company and the Media • Fact-based, beneficial, and up-to-date information


ASSESSING THE IMPORTANCE OF STAKEHOLDERS

GRI 2-13, 3-1


Plan B firmly believes that every stakeholder group plays a pivotal role in driving sustainable development and long-term organizational success. The Company is therefore committed to treating all internal and external stakeholders with appropriateness, equity, and fairness on a continuous basis.




To foster strong relationships and ensure operational efficiency, Plan B has established a Stakeholder Engagement Policy. This framework guides the identification and assessment of stakeholders, the analysis of material expectations, and the management of communication and reporting throughout the value chain. All gathered insights are integrated into a Double Materiality Assessment to evaluate both financial materiality to the Company and the impact materiality—both positive and negative—on society and the environment. Furthermore, this data is linked to the Enterprise Risk Management (ERM) system to identify and assess emerging risks that may influence long-term strategic planning.



In identifying its stakeholders, the Company considers the degree of impact resulting from its operations and the level of mutual dependency. Plan B has categorized 9 key stakeholder groups, establishing diverse communication channels and engagement mechanisms to effectively and comprehensively address their expectations.

Stakeholder	Key Interests	Engagement Channels and Methods	Engagement Frequency	Key Performance and Management Responses
 Shareholders / Investors	<ul style="list-style-type: none"> • Transparent and Accountable Business Conduct with Effective Corporate Governance • Business Operations with Stable, Sustainable Growth and Performance 	<ul style="list-style-type: none"> • Annual General Meeting of Shareholders • Quarterly and Annual Performance Disclosures via the Corporate Website and SET • Communication Channels including Website, Email, and Telephone • Whistleblowing Channels 	<ul style="list-style-type: none"> • Continuous 	<ul style="list-style-type: none"> • Conduct employee training on corporate governance and anti-corruption standards • Operate transparently in compliance with laws and the CG Manual • Assess anti-corruption risks and maintain Thai CAC certification

Stakeholder	Key Interests	Engagement Channels and Methods	Engagement Frequency	Key Performance and Management Responses
 <p>Employees</p>	<ul style="list-style-type: none"> • Career Progression • Skill Development Training • Compensation and Benefits • Occupational Health and Safety • Transparency, Human Rights, and Equal Treatment 	<ul style="list-style-type: none"> • CEO Messages via Internal Channels • Employee Satisfaction Surveys • Suggestion Boxes • Team Meetings and Dialogues • Town Hall Meetings with Executives • Intranet • Employee Engagement Surveys • Corporate Website • Whistleblowing Channels 	<ul style="list-style-type: none"> • Continuous 	<ul style="list-style-type: none"> • Achieved over 80% employee engagement • Established a Health, Safety, and Environment (HSE) Committee • Implemented Human Rights policies, risk assessments, and training • Conducted employee potential development programs • Implemented employee health and well-being initiatives
 <p>Customers</p>	<ul style="list-style-type: none"> • Conducting annual satisfaction surveys • Handling of complaints, suggestions, and feedback through designated grievance channels • Customer relationship building, such as organizing 	<ul style="list-style-type: none"> • Strictly adhere to all relevant laws and regulatory requirements • Offer products and services that meet customer needs at competitive prices • Designate responsible units to manage 	<ul style="list-style-type: none"> • Continuous 	<ul style="list-style-type: none"> • Achieve a customer satisfaction rating exceeding 85% • Maintain zero significant customer complaints

Stakeholder	Key Interests	Engagement Channels and Methods	Engagement Frequency	Key Performance and Management Responses
	<p>joint relationship-strengthening activities, etc.</p> <ul style="list-style-type: none"> Reporting news through various online media channels 	<p>customer feedback, suggestions, and grievances</p> <ul style="list-style-type: none"> Procure raw materials from sustainable and responsible sources Initiate comprehensive environmental conservation and stewardship measures Maintain strict compliance with the Code of Conduct and corporate policies 		
 <p>Suppliers</p>	<ul style="list-style-type: none"> Conduct procurement with transparency, fairness, and accountability Fulfill all contractual obligations and agreements 	<ul style="list-style-type: none"> Implement rigorous supplier selection and performance evaluation processes Engage in regular collaborative meetings with business partners 	<ul style="list-style-type: none"> Continuous 	<ul style="list-style-type: none"> Expand the scope of supplier audits and assessments Ensure all contractors receive safety training prior to commencing work

Stakeholder	Key Interests	Engagement Channels and Methods	Engagement Frequency	Key Performance and Management Responses
 <p>Communities</p>	<ul style="list-style-type: none"> • Business ethics and operational transparency • Socio-economic community impacts • Respect for human rights • Quality of life and well-being 	<ul style="list-style-type: none"> • Site-visit • Corporate Social Responsibility (CSR) activities • Environmental sustainability initiatives • Community satisfaction assessments • Annual Report • Corporate website • Whistleblowing channels 	<ul style="list-style-type: none"> • Continuous 	<ul style="list-style-type: none"> • The Company operates under legal frameworks and Plan B's Code of Conduct to ensure transparency and stakeholder value • Disclose business performance and sustainability progress annually, supported by dedicated Investor Relations services
 <p>Leases</p>	<ul style="list-style-type: none"> • Business ethics and operational transparency • Fair treatment • Health, safety, and well-being • Data security and privacy • Environmental conservation • Strategic locations 	<ul style="list-style-type: none"> • Tenant Relationship Managers • Corporate website • Annual Report • Grievance and complaint channels 	<ul style="list-style-type: none"> • Continuous 	<ul style="list-style-type: none"> • The Company operates under legal frameworks and Plan B's Code of Conduct to ensure tenant transparency • The Company maintains rigorous signage safety policies to ensure the security of tenants and users
 <p>Regulatory authorities and the government</p>	<ul style="list-style-type: none"> • Business ethics and transparency • Collaboration with government agencies 	<ul style="list-style-type: none"> • Corporate meetings and forums • Corporate website • Annual Report • Sustainability Report 	<ul style="list-style-type: none"> • Continuous 	<ul style="list-style-type: none"> • Beyond strict regulatory compliance, the Company consistently collaborates with government agencies to drive sustainable

Stakeholder	Key Interests	Engagement Channels and Methods	Engagement Frequency	Key Performance and Management Responses
	<ul style="list-style-type: none"> Sustainability strategy and implementation 	<ul style="list-style-type: none"> Company representatives Grievance and complaint channels 		<p>development in Thailand and supports initiatives that foster long-term value creation</p>
 <p>Industry Associations</p>	<ul style="list-style-type: none"> Business ethics and transparency Collaboration with associations Sustainability strategy and implementation 	<ul style="list-style-type: none"> Corporate meetings and forums Corporate website Annual Report Sustainability Report Company representatives Grievance and complaint channels 	<ul style="list-style-type: none"> Continuous 	<ul style="list-style-type: none"> The Company partners with advertising associations to ensure strict adherence to industry standards while disclosing sustainability performance and positive impacts arising from these collaborations
 <p>Media</p>	<ul style="list-style-type: none"> Business growth direction Market competitiveness Sustainability strategy and implementation 	<ul style="list-style-type: none"> Communication channels and formats Media engagement and relationship building Press releases and media interviews Annual Report Corporate website Grievance channels 	<ul style="list-style-type: none"> Continuous 	<ul style="list-style-type: none"> The Company maintains a dedicated communications team to manage media relations, providing regular updates on business activities, financial performance, and sustainability progress to the press and publications

MATERIALITY ASSESSMENT

Plan B prioritizes the assessment of material sustainability issues to identify and prioritize Environmental, Social, and Governance (ESG) factors impacting business operations and stakeholders. The Company conducts systematic annual assessments to ensure these issues align with the business context, global trends, and stakeholder expectations, focusing on key groups including investors, customers, suppliers, employees, government agencies, and communities. The results serve as a primary foundation for defining corporate strategy, risk management, and sustainability KPIs to support long-term sustainable growth, as well as for determining project priorities and organizational resource allocation.

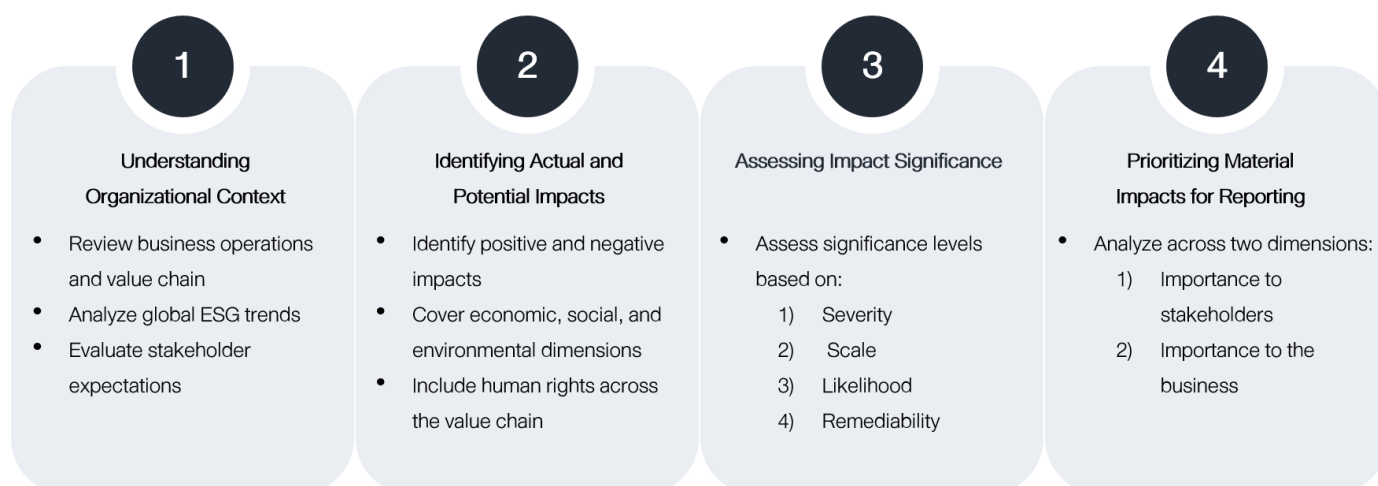
Internal factors encompass the risks and opportunities across economic, social, and environmental dimensions within Plan B's operations and value chain. External factors include global trends, stakeholder perspectives, and industry-specific sustainability issues. This assessment covers activities throughout the entire value chain, ranging from space procurement and business partnerships, media development and installation, and media management to customer service, including impacts on consumers and relevant communities.

This materiality assessment is conducted in accordance with the Double Materiality Principle, considering two distinct dimensions:

- 1) **Impact Materiality** Analyzing actual or potential positive and negative impacts on society and the environment arising from operations and stakeholder expectations across the value chain.
- 2) **Financial Materiality** Considering sustainability-related risks and opportunities that may influence the Company's financial performance, development, and overall financial position.

Results are presented in a Materiality Matrix and reviewed by the Corporate Governance and Sustainability Committee to ensure transparency and strategic alignment. This complies with GRI Standards 2021 (GRI 3), the SDGs, and IFRS S1 and S2 frameworks. Additionally, topics are integrated into ERM.

The Company regularly reviews its assessment process at least once a year, or whenever there is any significant change in the business context, to ensure its ability to adapt to evolving ESG trends and changing business circumstances. The Company's content selection and materiality assessment process is as follows:



Materiality Assessment Process for Sustainability Topics

1. Understanding the Organizational Context

Plan B reviews its business operations, sustainability context, and relationships with stakeholders throughout the value chain, from site acquisition and business partnerships, media development and installation, and media management, through to customer service, as well as impacts on consumers and communities in the areas where the Company operates.

In addition, Plan B analyzes global sustainability trends and international standards across the industry in order to identify sustainability topics relevant to the Company's business and stakeholders throughout the value chain. The factors considered in identifying material topics include:

- Global Reporting Initiative (GRI Standards)
- FTSE Russell ESG Rating Methodology
- S&P Global ESG Indices
- MSCI Index
- SET ESG Ratings
- Significant global trends relevant to businesses within the industry sector

This analysis encompasses internal factors, such as operational risks and opportunities, technological shifts, and consumer behaviors, alongside external factors including economic, social, environmental trends, and regulatory requirements, ensuring that identified issues are comprehensive and align with the long-term organizational context.

2. Identification of Actual and Potential Impacts on Material Topics

Plan B prioritizes comprehensive impact assessments to strengthen sustainable operations. Through regular engagement, the Company identifies and evaluates actual and potential positive and negative impacts on the economy, environment, and human rights. This process spans the entire value chain, covering upstream, operations, and downstream activities. Impacts are assessed based on direct causation, contribution, or business linkages to ensure a holistic evaluation of all operational aspects.

Stakeholder engagement is facilitated through various channels, including in-depth interviews, workshops, and surveys, to gather comprehensive perspectives. The Company provides diverse and accessible grievance channels to monitor feedback, concerns, and impacts throughout the year. Furthermore, a systematic grievance management process is established, covering intake, investigation, remediation, monitoring, and closure, ensuring all matters are handled transparently, fairly, and in a timely manner.

This process enables the Company to effectively manage risks, enhance new opportunities, and formulate strategic plans that comprehensively address stakeholder expectations, ultimately driving shared value creation and long-term sustainable growth.

3. Assessment of the Significance of Impacts

Plan B prioritizes assessing the significance of identified impacts through a comprehensive evaluation of severity, scale, likelihood, and remediability. This approach aligns with international Enterprise Risk Management (ERM) frameworks to ensure systematic integration into risk management processes and enable a concrete assessment of potential financial implications.

The Company focuses on evaluating both positive and negative impacts to ensure effective prioritization and management strategies aligned with sustainable development goals and long-term shared value creation. A systematic scoring system is utilized to compare impacts across all topics, supporting a comprehensive analysis of both risks and opportunities.

4. Prioritization of Significant Impacts for Reporting

Plan B prioritizes sustainability issues based on two assessment dimensions:

- 1) Significance to stakeholders and
- 2) Significance of business impacts across economic, social, and environmental contexts

The results of the sustainability materiality assessment are presented to the Corporate Governance and Sustainability Committee and the Board of Directors for review and endorsement to ensure strategic alignment. Relevant Key Performance Indicators (KPIs) are monitored at least annually to track progress. This process underscores Plan B's commitment to transparency, robust governance, and sustainable development principles. The assessment findings are illustrated in a Materiality Matrix to clearly communicate the significance of each material topic.

In this sustainability report, the Company focuses on issues with significant economic, social, and environmental impacts that are material to both business operations and stakeholder decision-making. These priorities serve as the foundation for setting short, medium, and long-term sustainability goals and integrating ESG into corporate strategy to drive future sustainable growth.

MATERIAL SUSTAINABILITY TOPICS AND SCOPE OF IMPACTS

Plan B is committed to creating organizational value while fostering business growth and innovation for long-term sustainability across the value chain. The Company prioritizes responsible practices under good governance and transparency to drive economic growth and environmental stewardship. By adopting the UN Sustainable Development Goals (UN SDGs) and international sustainability standards, we enhance business resilience and deliver meaningful impact to all stakeholders.

Strategic Material Topics for Sustainable Business (2025-2027)

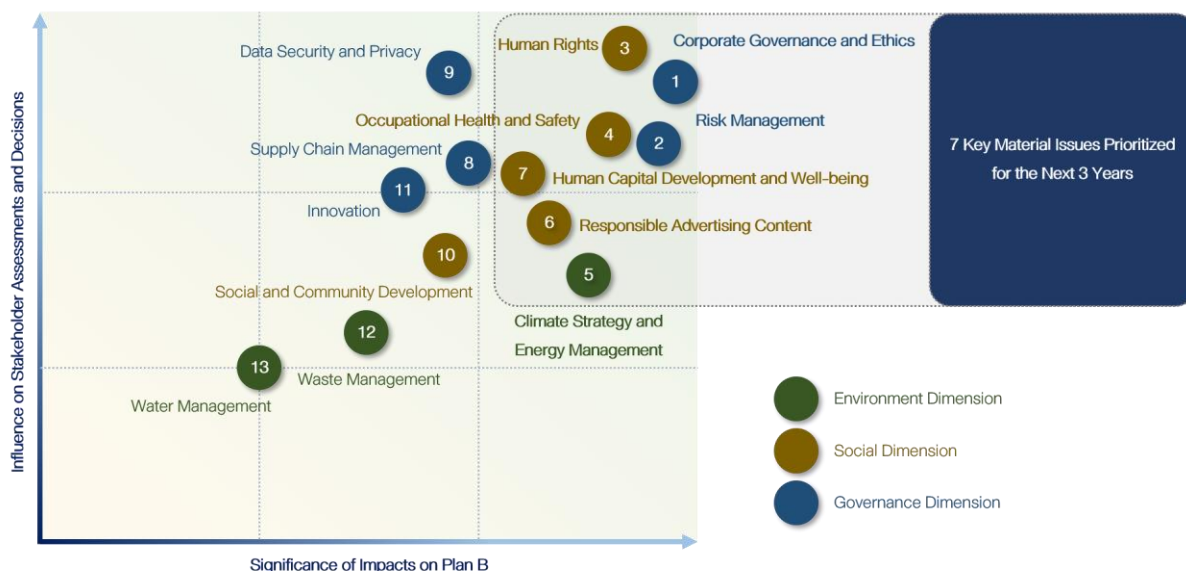
Materiality Assessment Process

The Company conducts annual materiality reviews and assessments designed to reflect stakeholder expectations, business context, and global sustainability trends. Adhering to the GRI Universal Standards 2021, this process ensures that disclosures meet internationally recognized reporting criteria.

The results are presented in a Materiality Matrix, mapping the significance to stakeholders on the vertical axis and the significance to the Company on the horizontal axis. Material topics are categorized into three sustainability pillars: Environmental, Social, and Economic.

Assessment Results and High-Priority Topics

Through the 3-year (2025-2027) materiality assessment, the Company identified 13 topics significant to its business and stakeholders, encompassing all three sustainability dimensions.



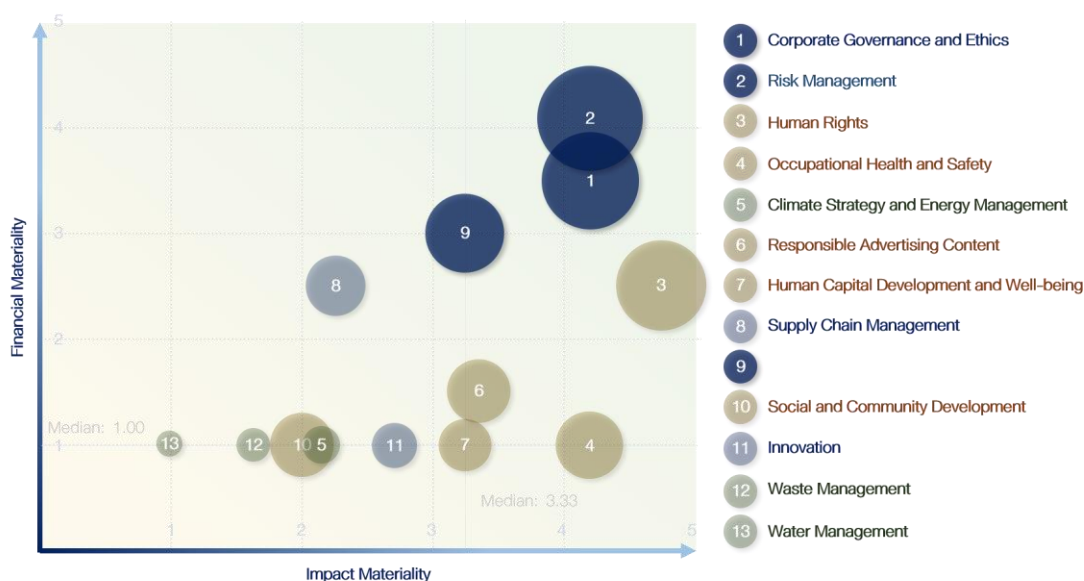
The Board and management have identified 7 strategic material topics for the 2025–2027 period to serve as a framework for sustainability goals, Key Performance Indicators (KPIs), and management plans: (1) Corporate Governance and Ethics, (2) Risk Management, (3) Human Rights, (4) Occupational Health and Safety, (5) Climate Strategy and Energy Management, (6) Advertising Content Responsibility, and (7) Occupational Health and Safety.

Beyond these seven strategic topics, the Company systematically monitors six additional material topics: supply chain management, cybersecurity and data privacy, innovation, social and community development, waste management, and water management. This ensures that business operations across the entire value chain remain responsible and aligned with sustainability principles.

Enhancing the Assessment Process with Double Materiality

In 2025, the Company elevated its assessment process by adopting the Double Materiality concept. This approach provides a clearer identification of critical business risks and opportunities by directly integrating ESG factors into business impact and risk management. The concept evaluates two distinct dimensions:

- 1. Impact Materiality** Evaluates the actual and potential positive and negative impacts of the company's business activities on the economy, environment, and people throughout the value chain, assessed based on scale, scope, and remediability.
- 2. Financial Materiality** Evaluates sustainability issues that impact enterprise value, cash flow, financial performance, and access to capital, assessed based on the magnitude of financial impact and the likelihood of occurrence.



The results of the Double Materiality assessment confirm that the most significant issues across both dimensions are Corporate Governance and Ethics, Risk Management, and Information Security and Data Privacy. This underscores that governance and organizational trust serve as the fundamental foundation for the Company's ability to create long-term value.

Defining Impact Boundaries

To maximize the efficiency of managing the seven strategic material topics, Plan B has defined impact boundaries that cover the entire business value chain. This includes both internal impacts (activities under the Company's direct control, such as employee workflows) and external impacts (activities linked to external stakeholders) as follows:

- **Environmental** Climate strategy and energy management impacts cover energy consumption within offices and advertising screens nationwide. This extends to external impacts on communities, the environment, and national greenhouse gas reduction targets.
- **Social** Human rights, occupational health and safety, human resource development and well-being, and advertising content responsibility. The scope ranges from the welfare and safety of employees and contractors to external impacts on media consumers and the general public who interact with the Company's advertising media.
- **Economic** Corporate governance and risk management. The impact boundary covers the decision-making processes of the Board of Directors and management, which directly affects transparency and the confidence of investors, customers, business partners, and regulatory bodies.









Sustainability Targets and KPIs


Plan B is committed to translating its sustainability strategies into concrete, actionable results. We have established short-term (1-year) and long-term (5-year) targets that link directly to our prioritized material topics. These goals are designed to support the United Nations Sustainable Development Goals (UN SDGs) and align with GRI reporting standards. Details regarding the Company's sustainability objectives are outlined below:

Sustainability Material Issues	5-Year Long-Term Sustainability Target (2026-2031)	Short-term Sustainability Target (2026)	SDGs	GRI Framework
Economic Dimension				
Corporate Governance and Business Ethics	<ul style="list-style-type: none"> Maintain certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) Ensure all employees participate in business ethics training Achieve an "Excellent" rating in the Corporate Governance assessment 	<ul style="list-style-type: none"> Zero incidents of corruption or serious business ethics violations across the value chain. 100% of employees participate in business ethics training Achieve an "Excellent" rating in the Corporate Governance assessment 	  	<p>GRI 2: 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21, 2-23, 2-24, 2-25, 2-26, 2-27</p> <p>GRI 3: 3-3</p> <p>GRI 205: 205-1, 205-2, 205-3</p>
Risk Management	<ul style="list-style-type: none"> Fully integrate key sustainability issues, such as Climate Change and Cybersecurity, into the risk management process following the COSO ERM 2017 framework Achieve Zero Major Business Interruptions from the primary risks identified and assessed by the company 	<ul style="list-style-type: none"> 100% of employees and executives receive training and pass tests on corporate risk management and Sustainability Risks (ESG Risks) Identify and assess at least 1-2 new Emerging Risks and develop proactive mitigation plans 		<p>GRI 2: 2-23, 2-24</p> <p>GRI 3: 3-3</p>
Supply Chain Management	<ul style="list-style-type: none"> 100% of suppliers sign an acknowledgment of the Supplier Code of Conduct, which covers economic, social, and environmental operational issues Expand the scope of training and establish strategic partnerships to 	<ul style="list-style-type: none"> Maintain a 100% rate of suppliers signing the acknowledgment of the Supplier Code of Conduct covering ESG issues Ensure all key suppliers continuously pass ESG assessments 	  	<p>GRI 2: 2-6</p> <p>GRI 3: 3-3</p> <p>GRI 204: 204-1</p> <p>GRI 308: 308-1, 308-2</p> <p>GRI 414: 414-1, 414-2</p>

Sustainability Material Issues	5-Year Long-Term Sustainability Target (2026-2031)	Short-term Sustainability Target (2026)	SDGs	GRI Framework
	support suppliers in reducing environmental impacts throughout the value chain <ul style="list-style-type: none"> • Increase the proportion of green procurement (e.g., recycled vinyl, energy-saving LED screens) to reach 20% of the total procurement value 	<ul style="list-style-type: none"> • Develop and announce the "Green Procurement List" to be used as a criterion for supplier selection • Encourage a pilot group of key suppliers to participate in the Corporate Carbon Footprint (CFO) assessment program 		
Information Security and Data Privacy	<ul style="list-style-type: none"> • Maintain zero complaints regarding personal data breaches and customer data leaks • Ensure 100% of employees at all levels pass annual training and knowledge tests on personal data protection and cybersecurity • Enhance data protection and prepare for international information security management system certification (e.g., ISO/IEC 27001 or NIST) 	<ul style="list-style-type: none"> • Maintain zero complaints regarding personal data breaches and customer data leaks • Ensure 100% of employees at all levels pass training and knowledge tests on personal data protection (PDPA) and cybersecurity • Review and update information security policies to be comprehensive and ready to handle emerging cyber threats 		GRI 3: 3-3 GRI 418: 418-1
Social Dimension				
Human Rights	<ul style="list-style-type: none"> • Zero complaints regarding human rights violations (Zero Human Rights Violations) • Conduct comprehensive Human Rights Due Diligence (HRDD) covering 100% of core business activities 	<ul style="list-style-type: none"> • Communicate the Human Rights Policy to 100% of employees and business partners • Zero complaints regarding labor violations and discrimination 		GRI 2: 2-23, 2-24, 2-25, 2-26, 2-30 GRI 3: 3-3 GRI 406: 406-1 GRI 412: 412-1

Sustainability Material Issues	5-Year Long-Term Sustainability Target (2026-2031)	Short-term Sustainability Target (2026)	SDGs	GRI Framework
Occupational Health and Safety	<ul style="list-style-type: none"> • 100% of operational employees and partners (contractors) must pass occupational health and safety training according to international standards before commencing work • Sustainably achieve Zero Accidents, specifically a zero Lost Time Injury Frequency Rate (LTIFR) and zero Fatality Rate • Upgrade occupational health and safety management systems to international standards (e.g., ISO 45001) alongside promoting comprehensive employee well-being • Build a sustainable safety culture within the organization 	<ul style="list-style-type: none"> • Provide and review safety training for 100% of employees and contractors at operational sites • Maintain zero serious accidents and zero lost-time injuries for both employees and partners • Conduct a safety risk assessment at operational sites at least once a year and organize health promotion activities for employees • Maintain zero accidents and zero lost-time injury rates 		<p>GRI 3: 3-3</p> <p>GRI 403: 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10</p>
Human Resource Development and Well-being	<ul style="list-style-type: none"> • Maintain an employee engagement rate of at least 90% • Achieve an employee engagement survey response rate of 100% • Encourage employees to participate in training and upskilling programs • Foster an organizational culture of open feedback 	<ul style="list-style-type: none"> • Maintain an employee engagement rate of at least 90% • Achieve an employee engagement survey response rate of at least 95% • Encourage employees to participate in training and upskilling programs • Organize internal activities to promote corporate culture • Ensure 100% of employees are informed of their individual KPIs that align with corporate goals 		<p>GRI 3: 3-3</p> <p>GRI 401: 401-1, 401-2, 401-3</p> <p>GRI 404: 404-1, 404-2, 404-3</p>

Sustainability Material Issues	5-Year Long-Term Sustainability Target (2026-2031)	Short-term Sustainability Target (2026)	SDGs	GRI Framework
<p>Advertising Content Responsibility</p>	<ul style="list-style-type: none"> • Zero complaints or legal disputes arising from the dissemination of advertising content • Allocate advertising space to support campaigns that create a positive social impact 	<ul style="list-style-type: none"> • 100% of advertising campaigns pass through a content screening process in accordance with the Company's Code of Ethics • Zero instances of advertising that violate moral standards or create misunderstandings 	 	<p>GRI 3: 3-3 GRI 417: 417-1, 417-2, 417-3</p>
Environmental Dimension				
<p>Environmental Management and Climate Strategy</p>	<ul style="list-style-type: none"> • The Company has established a policy to continuously improve electricity consumption efficiency, with an organizational target to reduce electricity consumption per unit area by 10 percent by 2031, compared to the base year 2021 • The Company maximizes resource efficiency in advertising media production by repurposing surplus vinyl and expired client materials, including bus wrap stickers, through innovative design to increase resource utilization by 10 percent annually • The Company aims to achieve 100 percent Green Procurement for core materials by 2030 to mitigate environmental impacts throughout the upstream value chain 	<ul style="list-style-type: none"> • The Company is committed to enhancing energy efficiency across its operations, specifically in common areas and air conditioning systems, with a target to reduce energy consumption by 5 percent in 2026 compared to 2024 • The Company repurposes over 25,000 sq.m. of used advertising materials annually to create innovative upcycled products in collaboration with business partners and local communities • The Company conducts ESG assessments for Tier-1 Suppliers in accordance with the Supplier Code of Conduct, targeting 100 percent coverage of new suppliers by 2026 • The Company promotes energy-saving behaviors among 	   	<p>GRI 3: 3-3 GRI 201: 201-2 GRI 302: 302-1, 302-3, 302-4 GRI 305: 305-1, 305-2, 305-3, 305-4, 305-5</p>

Sustainability Material Issues	5-Year Long-Term Sustainability Target (2026-2031)	Short-term Sustainability Target (2026)	SDGs	GRI Framework
	<ul style="list-style-type: none"> The Company aims to achieve Zero Waste to Landfill by maximizing the reintegration of materials into the production process and conducts 100 percent biodiversity impact assessments for all new advertising media installations to preserve local ecosystem balances. 	<p>employees through internal training programs and organizational awareness campaigns</p>		
<p>Energy Management and Climate Change</p>	<ul style="list-style-type: none"> The Company targets a minimum 10 percent reduction in electricity consumption by 2030 against the 2021 base year, while scaling energy-efficient technologies and reducing greenhouse gas emissions across its nationwide media network Establish a Net Zero Roadmap to achieve neutrality by 2047, setting short, medium, and long-term targets with a robust framework for continuous monitoring and progress reporting Pursue Zero Waste to Landfill by maximizing the circularity of advertising materials and production waste, while increasing the value of upcycled products by 10 percent annually 	<ul style="list-style-type: none"> Reduce electricity use in media systems and offices by at least 5 percent against the 2024 base year via LED retrofitting, lighting control optimizations, and energy-efficient hardware Target a minimum 5 percent reduction in Scope 1 and Scope 2 greenhouse gas emissions by 2026, while initiating strategic measures to mitigate Scope 3 impacts Scale Solar Roof installations at bus shelters and prototype media sites to achieve a 10 percent reduction in electricity costs within those areas Cultivate energy-saving behaviors through corporate campaigns, targeting 100 percent employee participation in carbon reduction and climate change awareness programs 		<p>GRI 3: 3-3 GRI 201: 201-2 GRI 302: 302-1, 302-3, 302-4 GRI 305: 305-1, 305-2, 305-3, 305-4, 305-5</p>

Sustainability Material Issues	5-Year Long-Term Sustainability Target (2026-2031)	Short-term Sustainability Target (2026)	SDGs	GRI Framework
<p>Water Management</p>	<ul style="list-style-type: none"> Commit to a 10% reduction in total water consumption by 2031 to ensure environmental sustainability and mitigate long-term water scarcity risks Maintain zero significant water leakages or losses exceeding regulatory thresholds across all operational areas Implement regular water system maintenance and wastewater quality audits, aiming for full ISO 14001 environmental certification across all major branches Transition toward a water-circular organization by utilizing innovative treatment to recycle 100% of treated wastewater for secondary activities 	<ul style="list-style-type: none"> Reduce operational water consumption by 5–10% compared to the 2021 base year Complete 100% installation of automated faucets in office buildings and warehouses to prevent unnecessary water waste Enhance water monitoring efficiency via digital systems and real-time leakage sensors to minimize water loss Ensure all employees receive training or participate in water conservation campaigns to foster a sustainable internal culture 		<p>GRI 3: 3-3 GRI 303: 303-1, 303-2, 303-3, 303-4, 303-5</p>
<p>Waste Management</p>	<ul style="list-style-type: none"> Manage corporate waste through the "Zero Waste to Landfill" process, aiming to reintegrate the maximum volume of waste back into production cycles Repurpose over 25,000 square meters of used advertising materials annually to create added value Ensure 100% proper sorting and disposal of electronic waste (E-waste) from digital advertising screens 	<ul style="list-style-type: none"> Repurpose surplus vinyl or expired client materials to maximize utility Implement comprehensive source-segregation waste stations across all main office areas 		<p>GRI 3: 3-3 GRI 306: 306-1, 306-2, 306-3, 306-4, 306-5</p>

SUSTAINABILITY IMPACT ASSESSMENT LEVELS

Plan B conducts its sustainability materiality assessment based on the Double Materiality principle, evaluating both the Positive Impacts and Negative Impacts generated toward the economy, society, and the environment as follows:

Positive Impact Levels for Sustainability Issues

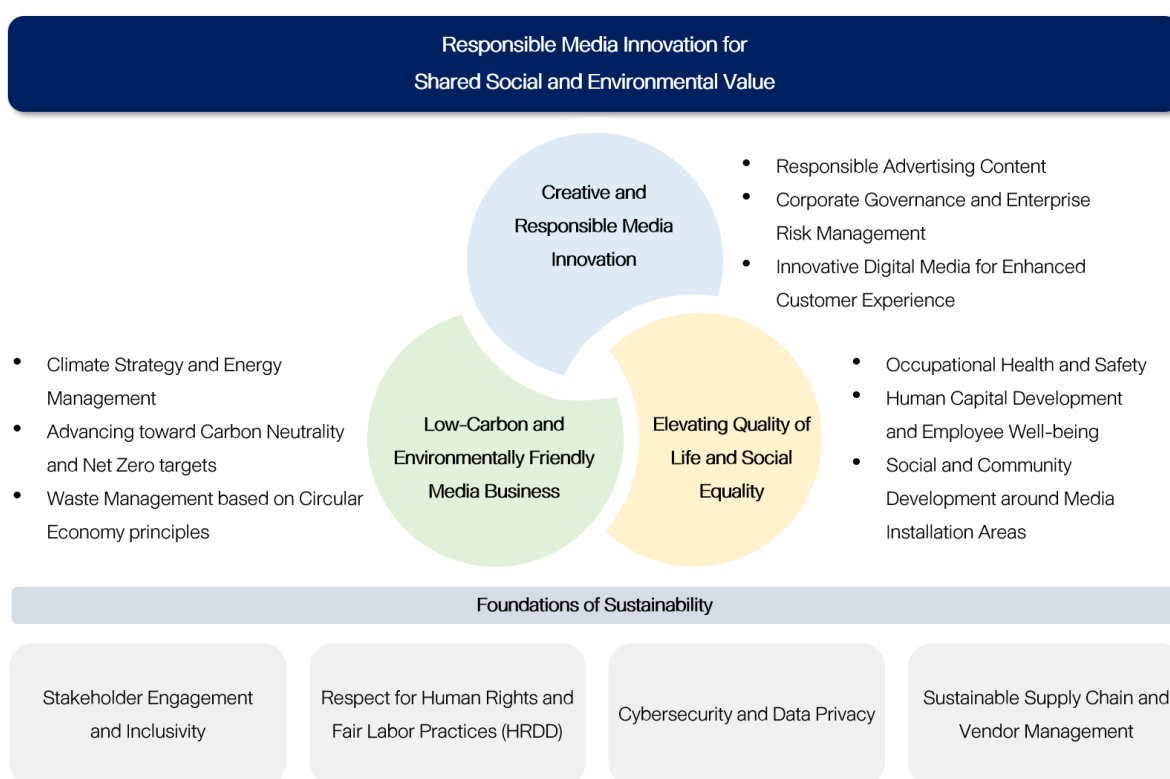
Sustainability Material Topics	Description
High Materiality	
Corporate Governance and Business Ethics	Enhancing transparency and investor confidence to build a foundation for long term sustainable growth
Anti-Corruption and Bribery	Strengthening operational transparency while mitigating legal and reputational risks
Energy Management and Climate Change	Supporting the transition to a low carbon society and enhancing energy efficiency
Human Rights and Labor Practices	Promoting equality, preventing rights violations, and improving well-being for employees and contractors
Occupational Health and Safety	Cultivating a safety culture toward a Zero Accident goal to drive operational efficiency
Responsible Advertising Content	Generating positive social impact through creative and ethical communication practices
Medium Materiality	
Supply Chain Management	Elevating supplier ESG standards to mitigate risks and foster mutual growth
Social and Community Development	Strengthening community relations and driving economic value in media installation areas
Innovation for Enhanced Customer Experience	Enhancing competitiveness and creating new business opportunities through advanced media technology
Low Materiality	
Waste Management	Promoting Circular Economy principles by upcycling used vinyl into value-added assets
Customer Satisfaction	Maintaining strong relationships with customers, brands, and agencies to ensure a stable revenue base

Negative Impact Levels for Sustainability Issues

Sustainability Material Topics	Description
High Materiality	
Occupational Health and Safety	Risks of accidents, injuries, or fatalities, particularly for contractors performing installation and maintenance in high-risk areas or at heights
Corporate Governance and Business Ethics	Risks of legal or regulatory non-compliance, which could lead to litigation, loss of investor confidence, and impacts on financial stability
Business Code of Conduct	Potential for bribery, corruption, or unfair competition within the organization and supply chain, causing severe reputational damage
Cybersecurity and Data Protection	Cyber threats that could cause display system disruptions or data breaches, leading to lawsuits and financial penalties
Energy and Climate Change Management	High electricity consumption from digital screens nationwide, resulting in Greenhouse Gas (GHG) emissions that accelerate the climate crisis and increase exposure to future carbon taxes
Responsible Advertising Content	Dissemination of unethical, divisive, or misleading content, which may trigger social backlash and the removal of advertisements
Medium Materiality	
Waste Management	Environmental pollution risks from improper disposal of operational waste, such as end-of-life vinyl and electronic waste (e-waste) from digital displays
Human Rights and Labor Practices	Risks of labor rights violations, discrimination, or unfair welfare, particularly concerning contract workers within the supply chain
Low Materiality	
Social and Community Development	Negative impacts on surrounding communities, such as light pollution from LED screens at night or visual pollution near installation sites

SUSTAINABILITY STRATEGY

Plan B is proud to present its 2025 sustainability performance, a result of our steadfast commitment to business operations aligned with sustainable development frameworks. The Company is widely recognized as an integrated innovative media service provider and a national leader in sustainability. For five consecutive years (2021–2025), Plan B has been selected by the Stock Exchange of Thailand as one of the listed companies with outstanding sustainability performance, earning a place in the **SET ESG Ratings** (formerly Thailand Sustainability Investment or THSI). Furthermore, the Company has been honored with inclusion in the **“ESG Emerging List”** and selected as one of the **ESG100 securities** by the Thaipat Institute. Notably, Plan B is the only company within the media and advertising sector to receive this recognition, reflecting our dedication to responsible business practices and robust corporate governance during 2023–2024.



Vision and International Sustainability Framework

Plan B remains committed to conducting business under the vision of “Responsible Media Innovation for Shared Social and Environmental Value” by prioritizing sustainability from project inception to service delivery. To reinforce this commitment, the Company has established a sustainability framework aligned with the United Nations Sustainable Development Goals (UN SDGs) and international standards, including:

- Global Reporting Initiative (GRI Standards)
- Task Force on Climate-related Financial Disclosures (TCFD)
- International sustainability assessments, such as the FTSE Russell ESG Ratings
- National targets for Carbon Neutrality and Net Zero emissions

Three Sustainability Pillars

The Company has developed a “5-Year Sustainability Strategic Plan,” translating our vision into action through three key pillars:

1. Creative and Responsible Media Innovation

Operating under the mission to be a leading media provider that delivers innovation alongside transparent corporate governance, comprising:

- **Responsible Advertising Content** Ethically screening content to ensure it aligns with moral standards and utilizing media space to create positive social impact.
- **Corporate Governance and Risk Management** Integrating ESG risks into the Enterprise Risk Management (ERM) system to prevent corruption and ensure transparency.
- **Digital Media Innovation for Enhanced Customer Experience** Developing media technologies to meet customer needs with high quality and safety.

2. Low-Carbon and Environmentally Friendly Media Business

Driving business growth alongside environmental management to mitigate climate change impacts, comprising:

- **Climate Strategy and Energy Management** Enhancing the energy efficiency of digital screens nationwide.
- **Pathways to Carbon Neutrality and Net Zero Emissions** Implementing a systematic Transition Plan to achieve long-term climate goals.
- **Waste Management based on Circular Economy** Driving upcycling initiatives for expired vinyl banners and ensuring proper electronic waste (e-waste) disposal.

3. Elevating Quality of Life and Social Equality

Prioritizing people and society to foster sustainable growth and embrace diversity, comprising:

- **Occupational Health and Safety** Strictly overseeing the safety of employees and contractors to achieve a Zero Accident target.
- **Human Capital Development and Employee Well-being** Promoting upskilling and reskilling while enhancing welfare to foster organizational engagement.
- **Social and Community Development** Supporting and strengthening income opportunities and careers for local community members.

Foundation for Sustainability

To ensure the robust advancement of these three pillars, Plan B has established four "Foundations of Sustainability" as follows:

- 1. Stakeholder Engagement and Inclusivity** Implementing communication and grievance channels to transparently listen and respond to the expectations of all stakeholder groups.
- 2. Respect for Human Rights and Fair Labor Practices (HRDD)** Conducting comprehensive Human Rights Due Diligence across the value chain to prevent rights violations and discrimination.
- 3. Cybersecurity and Data Privacy** Strictly adhering to legal requirements to protect customer and corporate data security.
- 4. Sustainable Supply Chain and Vendor Management** Implementing a Supplier Code of Conduct and assessing ESG risks of partners to elevate standards throughout the entire supply chain.

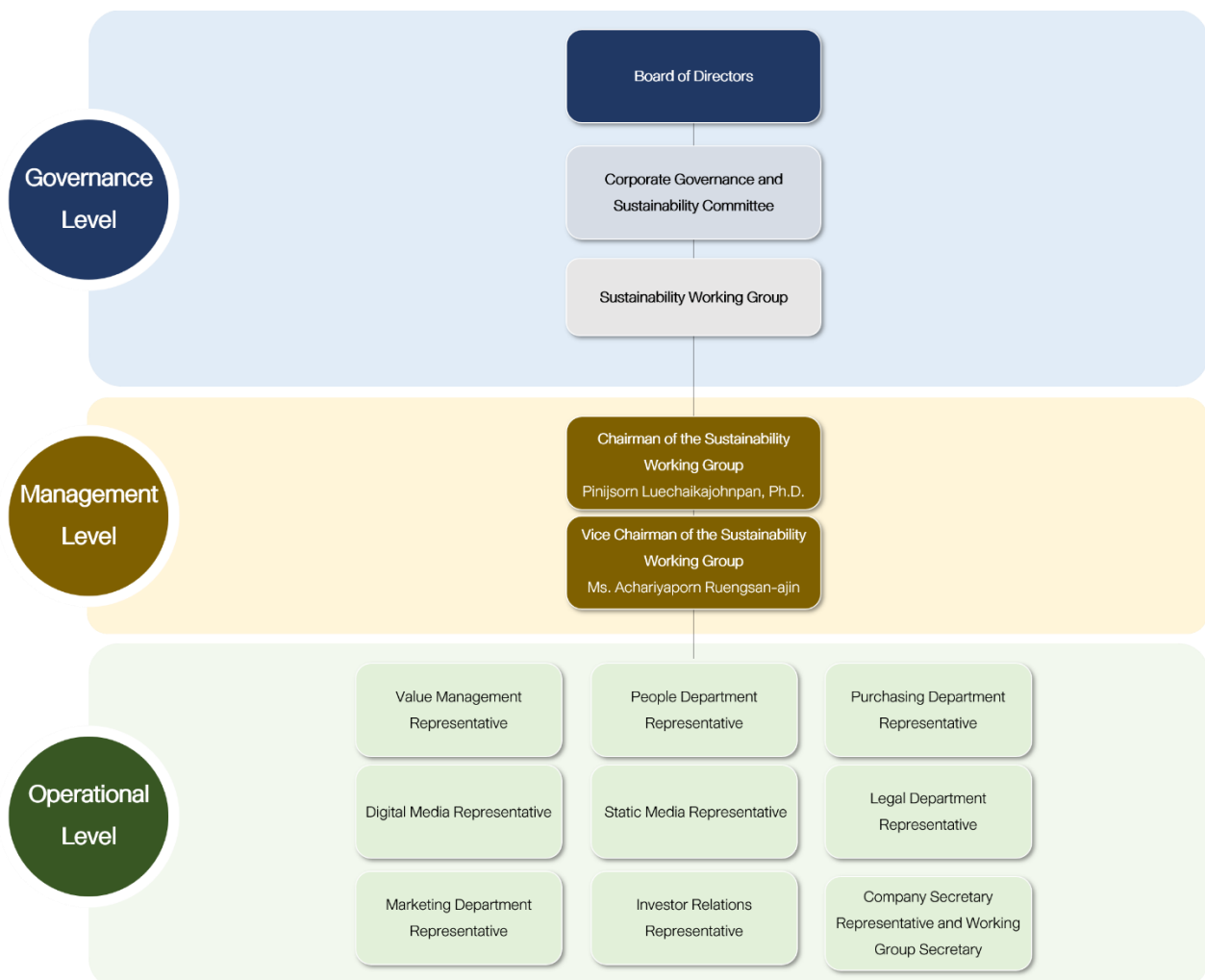


SUSTAINABILITY GOVERNANCE STRUCTURE

To enhance corporate governance and drive performance in social, community, and environmental responsibility, the Board of Directors Meeting on December 14, 2023, passed a resolution to appoint the **“Corporate Governance and Sustainability Committee”**. This committee is responsible for considering, defining, reviewing, and improving corporate governance policies and business ethics alongside sustainability policies to ensure comprehensive alignment with organizational goals.

At the operational level, the Company established the **Sustainability Working Group**, which reports directly to the Committee. Its role includes formulating policies and guidelines, driving strategic initiatives, and providing recommendations. The Working Group convenes at least every six months to monitor progress and report results, coordinating with experts and various operational units to ensure integrated execution and the achievement of the established vision.

Sustainability Working Group



GOVERNANCE DIMENSION



CORPORATE GOVERNANCE AND BUSINESS ETHICS

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21, 2-23, 2-24, 2-25, 2-26, 2-27, 3-3, 205-1, 205-2, 205-3

Plan B adheres to a strong ethical framework supported by efficient, transparent, and integrity-based management, which serves as the vital foundation for our operations and the driving force behind our sustainable growth. The Company operates with honesty, accountability, and fairness to enhance trust among all stakeholder groups, having implemented a comprehensive anti-corruption policy while integrating Environmental, Social, and Governance (ESG) factors into our corporate strategy. Furthermore, Plan B is dedicated to continuously enhancing our clients' business potential to promote sustainable value creation for stakeholders throughout the value chain.

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> Maintain certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) 	<ul style="list-style-type: none"> Zero incidents of corruption and serious business ethics violations across the value chain 	<ul style="list-style-type: none"> 100% of employees completed business ethics training
<ul style="list-style-type: none"> 100% of employees completed business ethics training 	<ul style="list-style-type: none"> 100% of employees completed business ethics training 	<ul style="list-style-type: none"> No significant warnings or investigations from regulatory authorities
<ul style="list-style-type: none"> Achieve an “Excellent” Corporate Governance rating 	<ul style="list-style-type: none"> Achieve an “Excellent” Corporate Governance rating 	<ul style="list-style-type: none"> ∅

Note: These corporate governance and sustainability targets have been integrated into Key Performance Indicators (KPIs) for executive remuneration to reflect the commitment and accountability of top leadership

Corporate Governance

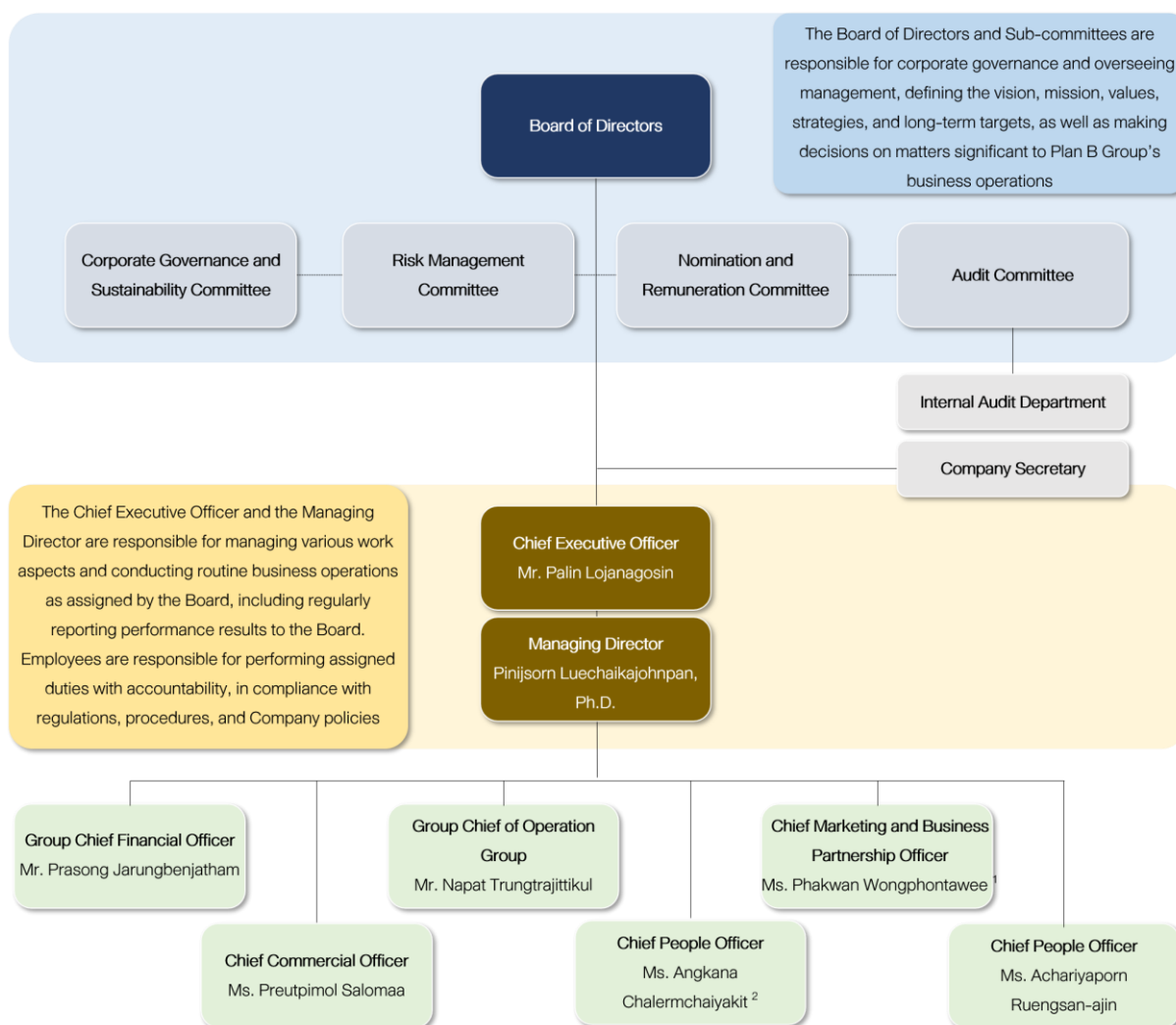
Good corporate governance, including operating with integrity and transparency, serves as the essential foundation for Plan B’s business operations and sustainable growth. The Company is committed to conducting business under the principles of good corporate governance and business ethics to promote fairness and build trust among all stakeholder groups.

Plan B has established its business structure, management systems, and corporate governance framework to align with and support the regulations of relevant authorities, such as the Corporate Governance Principles of the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and the recommendations of the Thai Institute of Directors (IOD), as well as other relevant international standards to ensure a robust governance framework. The Board of Directors is designed with Board Diversity in mind, encompassing gender, skills, experience, and specialized expertise, with an appropriate proportion of independent directors to ensure transparent checks and balances and to facilitate independent strategic decision-making free from conflicts of interest.

Furthermore, the Board of Directors has established and implemented [the Corporate Governance and Business Ethics Manual](#) to serve as a guideline for directors, executives, and employees at all levels, ensuring that operations strictly adhere to good governance principles. The Board reviews and updates this manual annually to ensure continued alignment with changing circumstances and international best practices.

Governance Structure

The Company has designed its corporate governance structure to promote operations in accordance with good governance principles, ensuring compliance with laws, corporate objectives, company regulations, and shareholder resolutions. We perform our duties with integrity and due care to safeguard the interests of shareholders and stakeholders over both the short and long term, ensuring that the Company’s operations are directed toward maximizing benefits for all shareholders and stakeholders.



Note:

¹ Ms. Phakwan Wongphontawee resigned from the Company, effective 1 May 2025

² Ms. Angkana Chalermchaiyakit resigned from the Company, effective 25 December 2025

Nomination and Appointment of Directors, the CEO, and Executives

The Nomination and Remuneration Committee is responsible for the selection of directors, the Chief Executive Officer, and executives, taking into account the diversity of qualifications, experience, suitability, and professional competency. Further details regarding these nomination and appointment processes are available in [the Criteria for the Nomination and Appointment of Directors, Chief Executive Officer, and Executives](#).

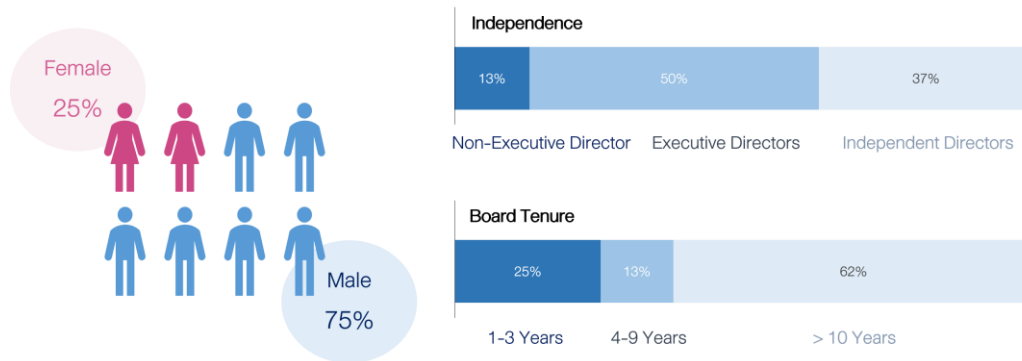
Board of Directors Structure

The Board of Directors comprises members possessing extensive knowledge, competence, and business experience, responsible for establishing the Company's policy, vision, strategy, goals, and mission. This involves an annual review and approval of the vision, mission, and strategy, alongside budget determination and the oversight of management to ensure effective and efficient execution in alignment with established policies. All duties are performed within the regulatory framework of laws, objectives, company regulations, and resolutions from both shareholders and the Board, upholding accountability, integrity, and due care according to best practices to maximize economic value and long-term stability for shareholders. The Board of Directors consists of 8 members as follows:

1. **Pennapha Dhanasarnsilp, Ph.D.** Independent Director / Vice Chairman / Chairperson of the Audit Committee / Chairperson of the Nomination and Remuneration Committee / Chairperson of the Corporate Governance and Sustainability Committee
2. **Mrs. Monluedee Sookpantarat** Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee / Member of the Risk Management Committee
3. **Mr. Mana Jantanayingyong** Independent Director / Chairperson of the Risk Management Committee / Member of the Audit Committee
4. **Mr. Palin Lojanagosin** Director / Chief Executive Officer
5. **Pinijsorn Luechaikajohnpan, Ph.D.** Director / Managing Director / Member of the Nomination and Remuneration Committee / Member of the Risk Management Committee
6. **Mr. Arnon Porndhiti** Director / Member of the Risk Management Committee / Member of the Corporate Governance and Sustainability Committee
7. **Mr. Prasong Jarungbenjatham** Director / Member of the Corporate Governance and Sustainability Committee
8. **Mr. Lap Shun Nelson Leung** Director

Board Diversity

Plan B recognizes that board diversity is a crucial mechanism for good corporate governance and a key factor in enhancing the effectiveness of strategic decision-making. The Company prioritizes the recruitment and appointment of directors based on the principles of diversity and inclusion, without restrictions regarding gender, age, ethnicity, religion, or professional expertise. This ensures the Board possesses a broad vision, capable of comprehensive risk assessment and responding to the expectations of all stakeholder groups in a balanced manner. The details are as follows:



Board Skills Matrix

The Board of Directors consists of 8 members, whose diverse skills and expertise are aligned with the organization’s strategic business direction. The Company has established a Board Skills Matrix to systematically assess and review the suitability of the Board’s composition, covering diversity in educational backgrounds, professional experience, and the essential skills required to drive the out-of-home media business, risk management, and sustainable development. The details of the Board’s expertise are as follows:

Name of Director	Knowledge and Expertise											
	Industry Knowledge and Experience		Specialized Knowledge and Experience							Governance Competencies		
	Industry Knowledge and Experience	Core Business Knowledge	Legal	Marketing	Economics / Business Administration	Public Administration	Human Resources Management	Accounting	Others	Knowledge of Directorship Duties	Strategic Planning	Risk Management
Pennapha Dhanasarnsilp, Ph.D.	•			•	•	•	•			•		
Mrs. Monluedee Sookpantararat	•							•		•		•
Mr. Mana Jantanayingyong	•		•	•					•	•		•
Mr. Palin Lojanagosin	•	•	•	•		•	•			•	•	•
Pinijsorn Luechaikajohnpan, Ph.D.	•	•		•	•		•	•		•	•	•
Mr. Arnon Porndhiti	•	•			•					•	•	•
Mr. Prasong Jarungbenjatham	•	•						•		•	•	•
Mr. Lap Shun Nelson Leung	•	•		•	•					•	•	•

Source: Adapted from the Stock Exchange of Thailand’s (SET) Effective Governance guidelines and HopgoodGanim Advisory Group

Plan B is committed to becoming an industry leader while attracting and retaining talent at all levels, aiming to serve as a role model in promoting workplace equality where all employees are expected to treat one another with courtesy, respect differences, embrace diverse perspectives, and strictly adhere to fundamental human rights.

The Company places the highest priority on equal treatment for all individuals through a comprehensive non-discrimination policy that covers race, religion, ethnicity, skin color, social status, gender, age, physical attributes, language, political opinions, or any other legally protected characteristics. Furthermore, we focus on providing fair career advancement opportunities based primarily on merit and performance to foster a work environment where every individual can fully realize their potential.

Executive Remuneration Policy

Executive remuneration is governed by corporate governance principles and policies established by the Board of Directors, aligning with the definitions provided by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). This compensation is linked to the Company's overall performance as well as individual performance evaluated through Key Performance Indicators (KPIs). Executive remuneration packages comprise salary, bonuses, and provident fund contributions, with details of the Company's executive remuneration as follows:

Category	2023		2024		2025	
	No. of Persons	Remun. (THB Mn)	No. of Persons	Remun. (THB Mn)	No. of Persons	Remun. (THB Mn)
Salary and Bonuses	8	39.3	8	51.1	8	49.1
Other Remuneration (Social Security and Provident Fund)	8	26.7	8	3.0	8	2.4
Total		42.0		54.1		51.5

Business Ethics

Plan B recognizes that transparent operations and steadfast adherence to business ethics are essential factors in fostering the organization's sustainable development and building trust and confidence among all stakeholder groups. Consequently, the Board of Directors has established and implemented [the Corporate Governance and Business Ethics Manual](#) as a guideline for directors, executives, and employees at all levels, including those within subsidiaries. The Board is responsible for reviewing and updating this manual annually to ensure its alignment with the evolving business landscape, legislative changes, and international best practices.

This manual covers key requirements and essential guidelines across various areas, including:

- Respect for Human Rights

- Fair Treatment of Business Partners and Competitors
- Professional Conduct with Government Officials
- Social and Environmental Responsibility
- Occupational Health and Safety
- Anti-Bribery and Corruption
- Anti-Money Laundering
- Appropriate Political Involvement
- Non-Infringement of Intellectual Property
- Confidentiality and Personal Data Protection
- Prevention of Insider Trading
- Management of Conflicts of Interest
- Reporting and Whistleblowing Channels

Cultivating Corporate Culture and Practical Enforcement

To ensure the effective implementation of business ethics, the Company requires directors, executives, and employees at all levels to sign an acknowledgment and confirm their strict adherence to the manual. Furthermore, annual business ethics training and knowledge assessments are conducted, whereby from 2023 to 2025, 100% of employees attended the training and passed the assessments according to standard criteria with a 100% score, reflecting our steadfast commitment to cultivating a transparent and accountable corporate culture.

Business Ethics Training (%)	2023	2024	2025
Employee Attendance	100	100	100
Employees Passing Assessment	100	100	100
Average Employee Score	100	100	100

Governance and Business Ethics Performance

Driven by a commitment to fostering a transparent corporate culture and upholding integrity, Plan B successfully achieved its core corporate governance targets. Notably, in 2025, there were no reported disciplinary breaches regarding business ethics, demonstrating the efficacy of our internal control systems and rigorous policy adherence. The details are as follows:

Business Ethics Violations (Cases)	2023	2024	2025
Total business ethics violation cases received			
● Cases under fact-finding investigation	0	0	0
● Cases under formal investigation	0	0	0

Business Ethics Violations (Cases)	2023	2024	2025
• Number of resolved cases	0	0	0
Number of business ethics violation cases by category			
• Regulatory Non-compliance	0	0	0
• Corruption or Bribery	0	0	0
• Privacy Violations	0	0	0
• Discrimination	0	0	0
• Sexual Harassment	0	0	0
• Harassment	0	0	0
• Conflict of Interest	0	0	0
• Money Laundering or Insider Trading	0	0	0
• Others	0	0	0

Strengthening a Culture of Transparency through Training

Plan B prioritizes proactive risk management by continuously enhancing personnel awareness. All new and existing employees are required to complete training on the policies and guidelines specified in the Corporate Governance Manual followed by rigorous assessments to strictly verify their understanding. In 2025, the Company achieved a concrete milestone where 100 percent of employees at all levels including executives and operational staff passed the assessment with perfect scores. This reflects our commitment to fostering a transparent and accountable corporate culture.

Monitoring Business Ethics Compliance

Plan B prioritizes the concrete implementation of policies. The Company has established a continuous process for monitoring and evaluating business ethics compliance. Our Internal Audit unit operates independently to systematically assess risks, conduct audits, and report on governance performance. This ensures that personnel at all levels across the entire value chain adhere to a transparent corporate culture and remain accountable to all stakeholder groups.

To maintain effective and transparent oversight, the Company prepares **Business Ethics Compliance Reports** for **Audit Committee** on a quarterly basis. These reports cover:

- Ethics compliance assessment results for employees and relevant stakeholders
- Whistleblowing reports including investigations and actions taken in cases of violations
- Systematic recommendations and preventive measures

Following the Audit Committee review, these reports are presented to the **Board of Directors** to determine policies and improvement directions. This reflects robust corporate governance from the highest executive levels. The Company has also integrated modern tools for rigorous monitoring and surveillance of ethical risks comprising:

- Employee Self Assessment Questionnaires
- Reviews of performance reports related to ethical issues
- Secure and confidential Whistleblower Channels allowing employees and stakeholders to raise concerns anonymously

Regarding awareness promotion, the Company provides regular training and internal communication. This ensures that employees at all levels possess a deep understanding of business ethics and can correctly apply them in real world situations.

The Company maintains standardized and fair investigation procedures. Upon receiving a report, an investigation committee is appointed to complete fact finding within the designated timeframe. If a violation is confirmed, strict disciplinary actions are taken which may include termination or legal proceedings. Business ethics policies are reviewed annually to remain current with evolving business landscapes and laws. Due to rigorous enforcement and consistent awareness initiatives, **the Company reported zero business ethics violations in 2025**. This outcome validates the effectiveness of our internal control systems and a corporate culture firmly rooted in governance principles.

Anti Corruption

The Company focuses on sustainable business practices by prioritizing good corporate governance and adequate internal control systems. We have established a clear and comprehensive [the Anti Corruption Policy](#) with precise definitions of corruption and operational guidelines communicated to both internal and external stakeholders. Furthermore, the Company conducts audits and assessments to identify corruption risks across its business activities. Control and monitoring measures are implemented for processes susceptible to misconduct to ensure operational integrity and transparency. We also maintain communication channels for stakeholders to report whistleblowing leads, suggestions, or complaints regarding corruption directly to the Audit Committee.

Membership in the Thai Private Sector Collective Action Against Corruption (CAC)

Plan B has formally pledged its intent to combat corruption and has maintained certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for nine consecutive years since 2016. This achievement underscores our dedication to transparent operations and good governance in alignment with national standards. We adhere to business ethics and conduct operations with responsibility toward the community, society, the environment, and all stakeholders across the supply chain. Our sustained CAC certification provides empirical proof of our zero tolerance policy toward corruption in any form.

Expanding Governance to the Supply Chain

Plan B recognizes that building a transparent society requires collaboration from all sectors, especially business partners throughout the value chain. Over the past year, the Company has proactively promoted integrity values through the following initiatives:

- **Open Letters to Business Partners** The Company issued communications regarding its anti corruption policies and invited partners and business alliances to join [the Thai Private Sector Collective Action Against Corruption \(CAC\)](#). This effort aims to establish clean business standards and mitigate corruption risks within procurement processes and joint operations.
- **Ethical Supplier Governance** Beyond invitations, compliance with anti corruption policies is integrated into the Supplier Code of Conduct. This ensures that all stakeholders operate in alignment with the governance and ethical standards defined by the Company.

Awareness Building and Executive Oversight

Furthermore, the Company mandates that all employees undergo rigorous assessments on the Code of Conduct and Anti Corruption policies. Every employee is required to meet all passing criteria to ensure comprehensive awareness and cultivate ethical behavior. These communication and enforcement efforts are extended to business partners to foster a collective transparency network throughout the supply chain.

In terms of governance, the Managing Director and Chief Executive Officer are responsible for monitoring and ensuring the efficiency of anti corruption initiatives. Regular reports are submitted to the Chairman of the Board and the Audit Committee to review and update policies and control measures, ensuring continuous alignment with business evolution and international standards.

Anti Corruption Guidelines

Personnel at all levels of the Company must strictly adhere to the following established guidelines:

- **Commitment to the Zero Tolerance Policy** Every individual must strictly comply with the Anti Corruption Policy, the Code of Conduct, and internal regulations. No person shall engage in any form of corruption or bribery, whether direct or indirect, to demonstrate our steadfast commitment to business transparency.
- **Prohibition of Bribery** Any action indicating intent to offer or receive bribes from stakeholders regarding assigned responsibilities, whether directly or indirectly, for the benefit of the organization or associated parties, is strictly forbidden.
- **Whistleblowing and Reporter Protection** Personnel must not ignore or neglect behaviors that may constitute corruption and are obligated to report such incidents to supervisors or through designated channels. The Company provides robust protection measures for whistleblowers and those who refuse corruption, ensuring no demotions, penalties, or negative repercussions, even if such refusal results in lost business opportunities.

- Caution in High Risk Activities** Operations involving potential corruption risks must be conducted with extreme caution. If legal or regulatory uncertainties arise, personnel must seek written consultation from the Compliance or Legal Department before proceeding. Special focus is required for the following areas:
 - Gifts and Hospitality** The receiving or providing of gifts and hospitality must strictly comply with the guidelines defined in the Corporate Governance Manual regarding the [Gift Policy](#). Such actions must be conducted with transparency and reasonableness, ensuring they are never utilized as tools to influence business decisions.
 - Charitable Donations** Donations must be executed in the Company's name to support organizations with legitimate social objectives. These entities must be credible and verifiable, with all contributions following formal approval procedures to prevent donations from being used as a pretext for bribery.
 - Sponsorships** Sponsorship funds must be clearly attributed to the Company with the intent of promoting business operations and a positive corporate image. All sponsorships must undergo transparent approval processes and remain legally verifiable.
 - Public and Private Sector Procurement** Business relationships, procurement, and transactions with both the public and private sectors, including interactions with government officials or relevant parties, must be conducted with honesty and transparency in full compliance with applicable laws.
 - Political Neutrality** The Company maintains a firm policy of political neutrality. While all personnel possess legal political rights and freedoms, they must refrain from using Company resources or engaging in activities that compromise corporate neutrality or result in damage from political involvement. [The Political Participation Policy](#) has been implemented as a standard guideline for personnel at all levels.
- Integration into Human Resource Management** Anti corruption policies are formally integrated into human resource processes, covering recruitment, training, performance evaluation, and promotion. Supervisors at all levels are responsible for communicating and ensuring strict policy compliance within their respective departments.



Penalties and Anti Corruption Whistleblowing

Negligence or non compliance with anti corruption guidelines constitutes a severe disciplinary breach and a violation of employment terms, which may lead to criminal prosecution. Such actions significantly impact the Company's reputation and operational standing. Consequently, any employee or stakeholder witnessing corruption has an obligation to report to supervisors or via formal corporate channels immediately.

Whistleblowing and Grievance Channels

The Company provides secure and accessible whistleblowing mechanisms for all stakeholder groups. Corruption concerns can be reported directly to the Audit Committee, which comprises independent directors, through the following channels:

- **By Mail to Audit Committee** 1700 Plan B Tower, New Phetchaburi Road, Makkasan, Ratchathewi, Bangkok 10310
- **By Email to Audit Committee** auditcommittee@planbmedia.co.th
- **By Email to Company Secretary** companysecretary@planbmedia.co.th
- **By Telephone** +66 (0) 2530-8053-6 ext. 131 or 134

The Company ensures maximum confidentiality for all reports. Whistleblowers are fully protected under organizational measures stipulated in [the Whistleblowing Policy](#).

Grievance Management Process

To ensure transparency and fairness, the Company has established standardized operating procedures as follows:

- **Initial Screening Stage** Upon receiving a report, the Company Secretary gathers and filters the submission. Issues unrelated to corruption are forwarded to the responsible departments for resolution. Regarding potential corruption matters, a preliminary assessment of evidence is performed. If a report is found to be groundless, the conclusion is communicated to the complainant.
- **Reporting and Investigation Stage** If a report is substantiated, the Company Secretary initiates the formal procedure. For urgent or severe cases, preliminary findings are reported to the Executive Committee and the Audit Committee with a copy provided to Internal Audit. The Secretary then coordinates with Human Resources to appoint a fact finding committee for further disciplinary action.
- **Overview Reporting Stage** The Company summarizes whistleblowing statistics, operational status, and investigation outcomes for reporting to the Audit Committee at least every six months. This process serves to monitor progress and evaluate the overall effectiveness of internal control systems.

Whistleblower Protection and Performance Results

Plan B places the highest priority on protecting the rights of whistleblowers and informants through its Non retaliation Policy. The Company ensures the confidentiality of names, addresses, and any personally identifiable information by maintaining all data under the strictest security. Stakeholders may refer to [the Whistleblowing and Grievance Policy](#) for further details.

As a result of robust governance and continuous awareness initiatives, Plan B received zero reports or whistleblowing leads regarding bribery and corruption through any channel in 2025. This outcome demonstrates the efficiency of our internal control mechanisms and serves as concrete evidence of our transparent business operations.

Grievance Management (Cases)	2023	2024	2025
Total grievances received			
• Legal proceedings	0	0	0
• Business ethics or corruption	0	0	0
• Breach of business partner data privacy	0	0	0
• Conflict of interest	0	0	0
• Human rights including discrimination and harassment	0	0	0
• Environmental, occupational health, and safety	0	0	0
• Money laundering or insider trading	0	0	0
Grievance Resolution Actions			
• Verbal warning	0	0	0
• Written warning	0	0	0
• Under investigation	0	0	0
• Termination of employment	0	0	0

RISK MANAGEMENT AND ADMINISTRATION

GRI 2-23, 2-24, 3-3

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> Fully integrate material sustainability topics including Climate Change and Cybersecurity into the risk management process based on the COSO ERM 2017 framework 	<ul style="list-style-type: none"> 100% of employees and executives completed training and passed assessments regarding Enterprise Risk Management and ESG risks 	<ul style="list-style-type: none"> Deliver risk management training to foster a robust risk culture at all levels from executives and managers to supervisors and operational staff
<ul style="list-style-type: none"> Zero major business interruption incidents occurred from key risks identified and assessed by the Company 	<ul style="list-style-type: none"> Identify and assess at least 1 to 2 emerging risks while establishing proactive mitigation plans 	

Note: These corporate governance and sustainability targets have been integrated into Key Performance Indicators (KPIs) for executive remuneration to reflect the commitment and accountability of top leadership

The Company recognizes that risk management is vital as we face diverse challenges including commercial, asset, legal, environmental, health and safety, business interruption, and climate change risks. We apply an integrated approach to data collection and analysis to identify and prioritize material issues by utilizing insights from stakeholders across the value chain, advertising industry trends, and sustainability developments. Risk prioritization remains a critical step in driving Plan B’s sustainable business growth.

Risk Management Framework and Structure

The Company has adopted the enterprise risk management framework of **the Committee of Sponsoring Organizations of the Treadway Commission (COSO)**. This framework is implemented enterprise wide through [the Risk Management Policy](#) involving employees at all levels. Sustainability risk factors including Climate Change, Cybersecurity, and Emerging Risks are systematically integrated into the core risk assessment process.

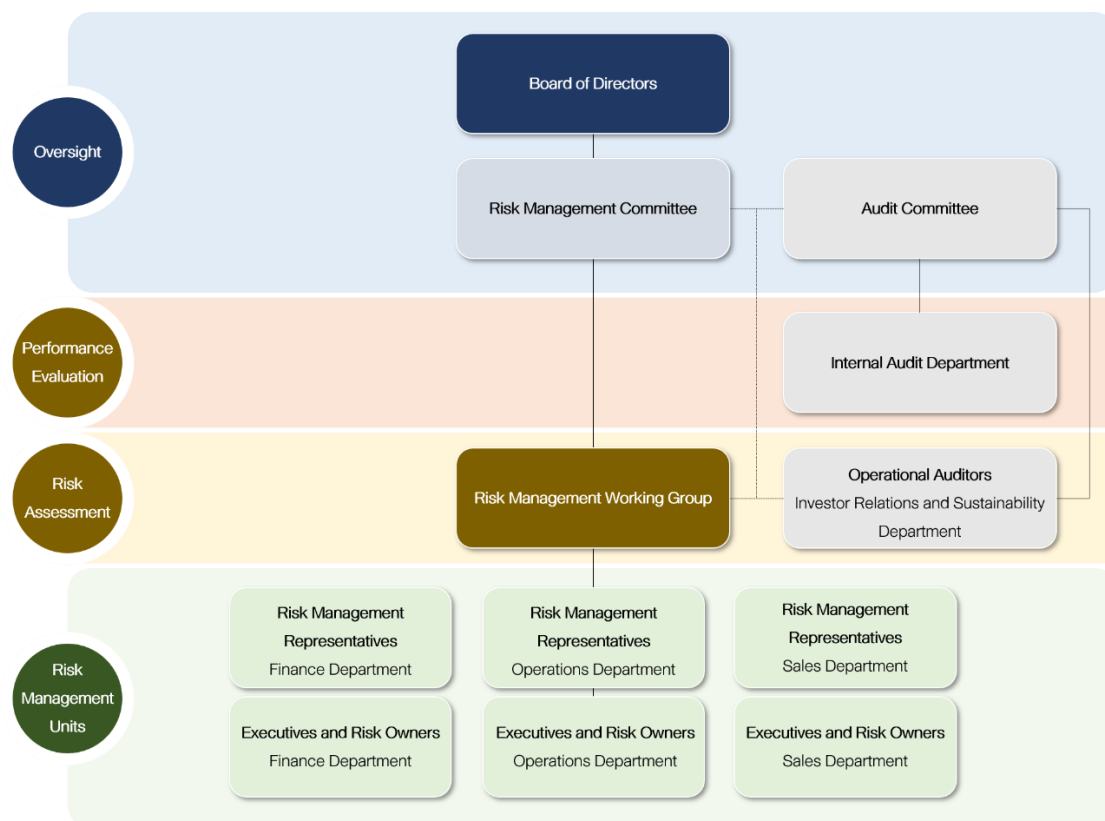
The Risk Management Committee (RMC) establishes the enterprise risk management policy and framework and is responsible for overseeing risks accordingly. Simultaneously, the risk management team supports related operations including data collection, training, and the promotion of a risk management culture throughout the organization to build sustainable risk awareness.

The Company defines a risk management policy covering all business activities and both internal and external factors that may directly or indirectly impact operations. Effective risk management plans are integrated into strategic planning, operations, and investment decisions for new businesses to ensure risks remain within acceptable levels. Consequently, the Board of Directors appointed **the Risk Management Committee** with the following duties and responsibilities:

- Define and review the enterprise risk management policy and framework covering significant risks such as financial, investment, operational, fraud, and corruption risks including Environmental, Social, and Governance (ESG) dimensions. This includes establishing monitoring guidelines for Emerging Risks that may impact the organization over the next 3 to 5 years. The committee evaluates, monitors, and reviews the adequacy and effectiveness of the risk management system and policy compliance for Board approval.
- Oversee and support enterprise risk management operations to ensure alignment with business strategies, goals, and changing circumstances.
- Supervise compliance with the risk management policy and framework to maintain an efficient and continuous system across the organization. The RMC may appoint individuals or working groups to perform assigned tasks and report back on policy adherence.
- Review risk reports from relevant working groups to monitor key enterprise risks and provide recommendations on control measures or risk management plans to ensure adequacy and appropriateness.
- Support operations to achieve enterprise risk management objectives.
- Report significant risks and management plans to the Board of Directors. This includes reporting risk assessment results, operational oversight, and control measure compliance periodically. In the event of significant factors or incidents that could materially impact the group's financial position and performance, the RMC must report to the Board immediately to consider urgent control measures.
- Coordinate with the Audit Committee regarding significant risk data and internal controls. This allows the Audit Committee to consider such information for internal audit plan approval, providing reasonable assurance that the Company possesses appropriate internal control and risk management systems implemented throughout the organization.
- Promote an organizational risk management culture.
- Meet at least once per year.
- Perform other duties as assigned by the Board of Directors.

In 2025, the Risk Management Committee worked closely with management to assess and control risks within acceptable levels, holding a total of 4 meetings.

Risk Management Organizational Structure



As of December 31, 2025, the Risk Management Committee consists of four directors and senior executives:

1. **Mr. Mana Jantanayingyong** Independent Director and Chairman of the Risk Management Committee
2. **Mrs. Monluedee Sookpantararat** Independent Director and Member of the Risk Management Committee
3. **Pinijorn Luechaikajohnpan, Ph.D.** Director, Member of the Risk Management Committee, and Managing Director
4. **Mr. Arnon Porndhiti** Member of the Risk Management Committee and Member of the Corporate Governance and Sustainability Committee

Operational Risk Verification and Monitoring Process

The Company designates **the Investor Relations and Corporate Sustainability Department** as the operational verifier. Following meetings with risk management representatives to screen and evaluate specific risk topics, those identified as high or very high risk are escalated to the Risk Management Committee and the Board of Directors to discuss and determine collective mitigation strategies. Additionally, the Investor Relations and Corporate Sustainability Department monitors risk status and the management processes of each department on a quarterly basis, providing regular updates to the Risk Management Committee and the Board of Directors.

Risk Management Framework



Risk Management Process

The Company has established a systematic risk management process to ensure consistent standards throughout the organization. This operational framework consists of six primary steps:

1. **Objective Setting** Managers across all business units define clear objectives aligned with corporate policies, goals, and strategies. This provides a structured framework for identifying and managing risks at every level.
2. **Risk Analysis and Identification** Managers and operational staff must understand potential risk factors and identify events as either Opportunities or Threats that may impact the achievement of corporate objectives. This process considers internal factors, external factors, and emerging risks.
3. **Risk Assessment and Prioritization** Managers evaluate risks based on two primary dimensions: Likelihood and Impact. Both quantitative and qualitative criteria are utilized to prioritize risks, providing essential data for informed management decision making.
4. **Risk Response Planning** Managers determine risk management approaches while considering risk appetite, costs, and expected benefits. Response strategies may include Avoidance, Transfer or Sharing, Reduction or Control, or Acceptance, accompanied by comprehensive mitigation plans.
5. **Risk Management and Control Activities** Management and staff implement control measures aligned with the Corporate Risk Management Policy. These measures are tailored to business characteristics, organizational structure, and corporate culture to ensure concrete results.
6. **Monitoring, Review, and Reporting** Managers from all departments conduct regular monitoring through Key Risk Indicators (KRIs). Results are reported to the quarterly Risk Management Working Group meetings to ensure enterprise wide implementation and that high impact risks are appropriately reported to relevant executives.

Key Business Risks

Plan B evaluates risks in alignment with sustainability developments covering Environmental, Social, and Governance (ESG) aspects. These risks are categorized into five primary areas:

Strategic Risk

- Risk from domestic economic fluctuations and slowdowns.
- Risk from rapidly evolving consumer behaviors, particularly the shift from offline to online media which may impact core revenue.
- Risk from reliance on out of home digital advertising media.

Operational Risk

- Risk from reliance on major customers.
- Risk arising from internal process deficiencies, personnel, and systems or uncontrollable external events.
- Risk from technology dependency in advertising screen management where system failures or cyberattacks may impact operations. This includes Data Privacy and Cybersecurity risks affecting stakeholder confidence.
- Risk from supply chain disruption, specifically the operational continuity of installation and maintenance contractors for advertising structures.

Financial Risk

- Risk from the inability to renew concessions, land leases, or business partner agreements.
- Risk from contractual obligations impacting operational performance.
- Risk from reliance on major advertising agencies.
- Risk concerning liquidity, financial management, and financial statements such as improper budget allocation or expenditures exceeding forecasts. This includes market factor volatility and Credit Risk from counterparty non compliance.
- Risk from foreign exchange rate fluctuations.
- Risk from delayed payments by agencies or small partners affecting cash flow.

Regulatory Risk

- Risk from evolving rules and regulations driven by climate change.
- Risk from legal or regulatory changes regarding billboard installation or public space permits affecting new projects.

Sustainability Risk (ESG)

- Climate change risk encompassing Physical Risk such as natural disasters damaging structures and Transition Risk towards a low carbon society.
- Stakeholder health and safety risks including Human Rights and fair labor practices across the entire supply chain.
- Shifts in consumer behavior and demographic structures.
- Social risk from public space operations such as community complaints regarding light pollution or inappropriate content.
- Risk from the inability to control environmental impacts of large billboards such as high electricity consumption or visual obstruction, posing challenges to achieving GHG Emissions Reduction targets.

Risk Management Approaches

Strategic Risk

- **Managing Digital Media Revenue Proportions** Currently, over 50 percent of out of home advertising revenue is derived from digital media. To mitigate the risk of losing this customer base, the Company focuses on enhancing sales team capabilities through in depth product knowledge for rapid and precise responses. We also encourage cross selling other media formats to diversify risk and establish revenue alternatives should digital demand fluctuate.
- **Responding to Economic Volatility** For macroeconomic slowdowns, which are uncontrollable external factors, the Company has adopted proactive management strategies. We encourage sales personnel to remain vigilant and consistently analyze new market data to deliver cost effective marketing solutions that address client needs across all economic climates.
- **Adapting to Consumer Behavior and Technological Changes** To navigate rapid technological and behavioral shifts, the Company has implemented further risk management guidelines:
 - Market Surveillance: Closely and continuously monitoring consumer trends and competitor movements within the advertising sector.
 - Innovation: Developing new products and communication channels to reduce dependency on a single advertising medium.
 - Business Plan Integration: Incorporating strategic risk assessments into annual business planning for timely strategic adjustments when situations change.
 - Advance Risk Assessment: Utilizing Scenario Analysis to evaluate the long term impacts of emerging technologies and emerging risks, ensuring systematic strategic readiness.

Operational Risk Management

The Company prioritizes comprehensive operational risk management. The Board defines policies and frameworks while appointing the Risk Management Committee to advise management, ensuring control, prevention, and mitigation processes align with international standards and remain within the defined Risk Appetite.

- **Systematic Risk Management Process** The Company has developed internal control systems and capital reserves to manage risks through these core processes:
 1. **Risk Identification** Identifying operational risks at least annually or whenever significant risk factors change.
 2. **Risk Assessment** Measuring Likelihood and Frequency alongside Impact to determine the severity of potential damages.
 3. **Risk Monitoring** Tracking internal and external activities to ensure timely prevention and control of adverse events.
 4. **Risk Control and Mitigation** Defining clear response processes aligned with the Risk Appetite, monitored through consistent reporting and mitigated via measures such as insurance and professional support services.
 5. **Data Recording and Reporting** Collecting operational risk data to identify trends and enable proactive prevention.
 6. **Business Continuity Planning** Maintaining plans for uncontrollable events like natural disasters or system failures under the Business Continuity Management Policy to ensure rapid recovery.
- **Managing the Risk of Reliance on Major Customers** Regarding the risk of dependence on major customers, the Company cannot guarantee that this specific group of clients will continue to purchase our products consistently and/or at the same volume as in the present. Therefore, if any or all of these customers were to reduce their orders or cancel their purchases, it could significantly impact the Company's operational performance. To prevent such potential risks, the Company has established the following risk management plans:
 1. Striving to build good relationships and satisfaction with the aforementioned customer group through the continuous development of product and service quality, strengthening good relationships with business partners, and emphasizing after sales service which is the core heart of operations that the Company has consistently implemented.
 2. Expanding the customer base to other business partners who possess the potential for mutual business growth.
 3. Executing commercial partnership agreements, such as long term contracts, to ensure that customers continue to utilize the services and products of the Company.

- **Upgrading Operational Standards and Technology** The Company prioritizes regular quality inspections for the installation and maintenance of advertising media while utilizing technology for real time monitoring of screen status to preserve brand image and customer trust. Furthermore, for information technology risk management, the Company has upgraded its systems to meet Cybersecurity standards and strictly mandates the enforcement of Data Privacy policies.
- **Supply Chain Risk Management** To prevent potential Supply Chain Disruption, the Company requires that contractors and business partners successfully pass ESG risk assessments and strictly comply with the Supplier Code of Conduct. These requirements are established to promote transparency and maintain sustainable operational standards throughout the business process.

Financial Risk Management

- **Credit and Liquidity Risk Management** The Company has established a rigorous system for analyzing the quality and debt repayment capabilities of customers, requiring consistent and regular reviews of their financial positions. At the same time, the Company adapts credit approval conditions to be suitable for economic circumstances in order to prevent risks from bad debts and preserve the financial liquidity of the organization.
- **Foreign Exchange Risk Management** Although the fluctuations in exchange rates have a relatively limited impact on the Company because nearly all revenue is in Thai Baht, the Company has prepared measures to prevent potential impacts by focusing on managing foreign currency liabilities to align and be appropriate with income based in foreign currencies. These operations are conducted under the close supervision, approval, and monitoring of the Risk Management Committee to control impacts within levels that the Company can accept.
- **Maintenance of Concession Agreements and Business Partnerships** For risks related to concession agreements and space lease contracts, the Company places the highest priority on strict adherence to contractual conditions while operating the business with transparency and fairness. This approach maintains the trust of counterparties and landowners, which increases the opportunities and advantages for renewing contracts in the long term.
- **Balancing Revenue and Integrating Sustainability into Finance** To reduce risks from relying on major advertising agencies, the Company has driven a strategy to expand the proportion of direct client sales channels to balance the sources of income. Furthermore, the Company has integrated climate risk factors and sustainability dimensions with quantitative financial impact assessments to support budget allocation considerations and liquidity management with the utmost prudence and efficiency.

Regulatory Risk Management

- **Climate Law Readiness** Risks arising from changes in climate-related regulations are a matter to which the Company assigns the highest priority because Thailand is categorized among the countries that are vulnerable and at risk from global climate impacts. The Thai government has

consequently pushed forward national reform plans, preparing to enforce laws and economic mechanisms related to climate change within the next 3 to 5 years. Although the full details of these regulations are not yet entirely clear, the Company has prepared proactive measures to reduce risks from this legal transition as follows:

1. Utilizing resources in product manufacturing, such as high-quality light bulbs, energy, and water resources, to achieve maximum benefit according to circular economy principles and to reduce waste.
 2. Implementing various projects within operational processes, ranging from energy efficiency assessments in every business unit to determining the appropriate application of technology and using high-quality light bulbs to reduce electricity consumption, which directly affects greenhouse gas emissions.
 3. Registering for the Thailand Voluntary Emission Reduction Program (T-VER) to prepare for changes in laws related to climate change, whereby the volume of greenhouse gases reduced or sequestered (carbon credits) can be used to offset emissions in the pursuit of becoming a low-carbon society in the future.
 4. Analyzing and managing financial risks related to climate change, covering both physical risks and transition risks related to climate change, as well as identifying business opportunities aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework.
 5. Defining the Company's climate management strategy, including goals related to climate management such as the target to reduce greenhouse gas emissions by 15 percent within the year 2032.
 6. Engaging and partnering with both internal and external stakeholders regarding energy management and climate change initiatives.
- **Compliance with Advertising Media Installation Regulations and Transparency** Regarding risks from changes in laws or regulations related to billboard installation and permitting in public spaces, which may affect the implementation of new projects, the Company has established rigorous management guidelines. This includes arranging for the close monitoring and analysis of draft legislation currently under government consideration to ensure readiness and timely adjustments to business plans. Furthermore, the Company focuses on engagement with various sectors, such as the Advertising Association and government agencies, to propose and exchange policy-related opinions. At the same time, strict transparency audit measures have been established for the permit application process with government entities to ensure that operations truly align with the Zero Tolerance anti-corruption policy.

Sustainability Risk

- **Integrating Sustainability into the Enterprise Risk Management Framework** The Company's sustainability risk management strategy focuses on closely monitoring global trends, new rules and

regulations, as well as industry movements to assess and manage uncertainties across the entire value chain. The Company has integrated Environmental, Social, and Governance (ESG) principles into the “Plan B Enterprise Risk Management Framework,” which aligns with the international COSO Enterprise Risk Management Framework and is driven through five core pillars as follows:

1. **Governance and Oversight Structure:** This covers the Board of Directors, the Corporate Governance and Sustainability Committee, the Audit Committee, the Executive Committee, the Business Sustainability Development Working Group, the Risk Management Working Group, and risk coordinators within each business group or department.
 2. **Understanding Business Context and Strategy with a Focus on Sustainable Development:** All departments work closely together to understand, analyze, monitor, and communicate risk factors and significant future trends that may impact business operations or organizational strategy.
 3. **Integrated Risk Management Process:** This is implemented across the corporate level, business group or department level, and down to the operational level. The process includes assessing significant risks and defining risk management strategies, as well as identifying new business opportunities in alignment with sustainable development guidelines based on Plan B’s Material Sustainability Issues.
 4. **Communication, Reporting, and Evaluation:** This involves the continuous management of sustainability and risk at all levels, spanning from departments and subsidiaries to business groups and the overall corporate level.
 5. **Sustainability and Risk Culture:** The Company cultivates knowledge and understanding of sustainable development and risk management among directors, executives, and employees at all levels through training, orientation, and the dissemination of information via newsletters. It also encourages employees to discuss or offer opinions on sustainable development and risk management to build understanding and share knowledge with employees and stakeholders, such as business partners and customers.
- **Management of Social and Human Rights Risks** The Company places the highest priority on managing social risks that may arise from operations in public areas. This is achieved by conducting continuous social impact assessments and enhancing comprehensive Human Rights Due Diligence (HRDD) processes throughout the value chain, implemented through concrete management measures as follows:
 - **Grievance Management and Community Impact** Establishing easily accessible grievance mechanisms and setting standards for adjusting digital screen brightness levels to be appropriate for the surrounding environment to prevent light pollution from disturbing nearby communities.
 - **Advertising Content Screening** Implementing a rigorous content review and screening process to prevent the broadcast of content that violates moral principles, positive social values, or creates conflict within society.

Risk Management Implementation and Reporting Guidelines

The Cozmpany has established systematic risk response and reporting guidelines to ensure that risks across all dimensions, including business risks, sustainability risks (ESG risks), and emerging risks, are appropriately managed and reported to the relevant decision-makers as follows:

Risk Level	Actions	Reporting
Very High	Requires close oversight and the preparation of a formal risk Mitigation Plan and the submission of an action plan to reduce the risk level. A monitoring plan must be implemented until the risk level decreases to a medium or low level, followed by plan approval from the Board of Directors.	Board of Directors
High	Requires continuous monitoring and the submission of a risk mitigation action plan to the Risk Management Committee for feedback on reducing risk levels in alignment with the corporate business plan. A risk monitoring plan must be maintained until the risk level decreases to a medium or low level.	Risk Management Committee (RMC)
Medium	Implementation of standard internal control measures in conjunction with regular monitoring and reviews to prevent the risk level from increasing further.	Chief Executive Officer & Managing Director
Low	Implementation of routine internal control measures where operational units are capable of managing and maintaining the risk within acceptable levels.	Risk Management Working Group or Risk Owner Departments

Risk Monitoring and Review

Department level working groups convene to report risk status via the evaluation of Key Risk Indicators (KRIs), providing progress updates on risk management measures as well as ESG related concerns and Emerging Risks on a quarterly basis



The Risk Management Committee (RMC) provides a summary of the overall progress of risk management and reports significant high-level risks to the Board of Directors every quarter to facilitate collaborative review and the determination of the Company's Strategic Direction

EMERGING RISKS

Plan B is committed to comprehensive risk management that extends beyond currently significant risks to place a high priority on preparing for **Emerging Risks**. The Company has defined a long term risk assessment timeframe of 3 to 5 years, recognizing that such risks may present both impacts and business opportunities in the future. Consequently, the Company implements continuous processes for monitoring, analysis, and the development of management plans to build organizational resilience and drive sustainable growth within a rapidly changing business environment.

Roles of the Board of Directors and Management

The Company stipulates that the Board of Directors and senior executives hold the primary roles in overseeing the identification, assessment, and management of impacts associated with Emerging Risks, covering the following key areas:

- Participation in the development, approval, and review of strategies, policies, and goals related to sustainability, ensuring alignment with sustainability governance to effectively identify and manage the organizational impacts of the Company.
- Assigning responsibilities to relevant executives and employees as “Risk Owners” and defining a reporting frequency back to the Board or governing bodies at least on a regular quarterly basis.

Emerging Risk Identification and Review Process

The Company manages Emerging Risks through a Horizon Scanning cycle integrated with the COSO Enterprise Risk Management 2017 framework to continuously monitor risk factor situations and trends through the following key steps:

1. Identifying emerging risk signals from internal and external data sources such as regulatory trends, stakeholder grievances, maintenance incidents, disaster scenarios, and technology or digital risks.
2. Assessing and prioritizing risks according to potential impacts on business operations, public safety or assets, legal and reputational risks, and service continuity, while including quantitative financial impact assessments.
3. Defining risk owners and response measures, alongside establishing clear escalation procedures for urgent cases.
4. Monitoring, reviewing, and reporting to management and the Board at defined frequencies, including the review of control measure adequacy and lessons learned from incidents to consistently refine risk management plans for robustness and modernization.

Emerging Risk Factors, Business Impact, and Mitigation

1. Bribery and Corruption Risk

Business Impact

The violation of Corporate Governance principles and the occurrence of corruption grievances do not only result in legal consequences and financial penalties but also erode the confidence of investors, business partners, and stakeholders. Such incidents may lead to the loss of concession agreements and business opportunities while causing severe damage to the corporate reputation.

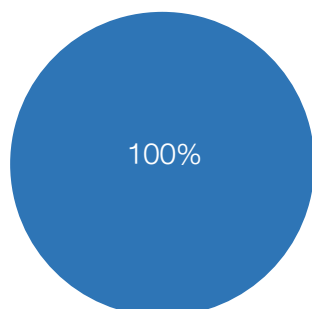
Prevention and Management Guidelines

The Company focuses on sustainable business operations by prioritizing Good Corporate Governance and robust internal control processes, which are supported by the following preventive measures:

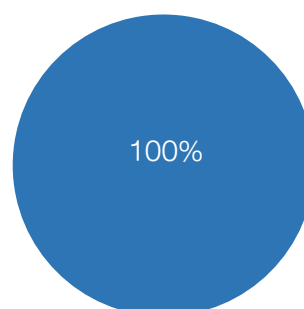
- **Policy and Guideline Establishment** The Company has established an Anti Corruption Policy encompassing comprehensive definitions and transparent guidelines. This policy is thoroughly communicated to both internal and external personnel to ensure widespread awareness.
- **Risk Assessment and Internal Control** The Company conducts audits and assesses corruption risks across all operational activities. Control measures and monitoring processes are implemented to address potential loopholes, ensuring transparency and accountability. Furthermore, the Company performs integrity due diligence on business partners and agents prior to entering into transactions.
- **Whistleblowing Channels** The Company provides dedicated channels for stakeholders to report leads, suggestions, or grievances regarding corruption directly to the Audit Committee. This ensures independent investigations and guarantees the protection of whistleblowers.
- **Fostering Corporate Culture** Currently, the Company is a certified member of the Thai Private Sector Collective Action Against Corruption (CAC). To further enhance management, a key objective was set for 2025 whereby 100 percent of employees must undergo training and pass the Code of Conduct assessment. This initiative is designed to instill strong ethical awareness and integrity throughout the entire organization.

2025 Code of Conduct Knowledge and Understanding Training

Total Employees Trained in 2025



Total Employees Passed in 2025



2. Cybersecurity Risk

Business Impact

The Company focuses on enhancing operational efficiency through the integration of digital technologies, which has resulted in an increased reliance on technological infrastructure and internet connectivity. As cyber threats can emerge at any time, they are considered a significant risk. Should computer systems or networks be subject to a cyberattack or security breach, it could lead to system downtime for digital advertising screens nationwide and disrupt other business operations. Such incidents would not only result in revenue loss due to the inability to display advertisements as contracted but also cause significant reputational damage and severely undermine the confidence of customers and investors alike.

Prevention and Management Guidelines

To ensure readiness and strengthen computer system cybersecurity in accordance with international standards and the Thailand Cybersecurity Act, during 2025, the Company implemented systematic proactive and reactive risk management measures as follows:

- **Governance and Policy** Establishing clear cybersecurity policies for the corporate group and forming a dedicated working group responsible for both short term and long term developments. These initiatives are based on international security frameworks such as ISO 27001 or the NIST Cybersecurity Framework.
- **Awareness Building** Providing training sessions for employees regarding various types of potential threats and guidelines for self prevention and incident response to ensure that damage and impacts are minimized.
- **Testing and Recovery Planning** Executing system testing and Disaster Recovery Plan (DRP) drills to maintain readiness and ensure effective recovery in the event of a threat.

3. Low-Carbon Transition Risk

Business Impact

Driven by government policy pressure, investor requirements, and global societal expectations, the transition toward a low carbon society is accelerating significantly. This shift involves the setting of Net Zero greenhouse gas emission targets and the upcoming implementation of carbon pricing mechanisms such as Carbon Tax and CBAM, which will impact business models over the next 3 to 5 years. For the out of home advertising industry, the Company may face direct pressure from brand clients seeking to reduce the carbon footprint of their marketing activities. Furthermore, there is a risk of increased Capital Expenditure (CAPEX) from the accelerated transition of media technologies and infrastructure toward higher energy efficiency. A lack of ESG readiness and sustainable innovation could ultimately lead to a loss of market share and long term competitiveness.

Prevention and Management Guidelines

To maintain competitiveness and transform climate challenges into business opportunities, the Company has proactively prepared for a systematic transition as follows:

- **Target Setting and Carbon Management** Conducting corporate carbon footprint assessments to establish a baseline for monitoring and managing energy costs, while defining clear greenhouse gas (GHG) reduction targets to mitigate risks from future carbon tax legislation.
- **Development of Low Carbon Media Solutions** Offering environmentally friendly advertising options to clients, such as utilizing upcycled materials for vinyl production and installing high efficiency LED screens to support the Scope 3 emission reduction goals of brand clients throughout their supply chains.
- **Investment in Clean Energy and Carbon Credits** Researching and implementing renewable energy solutions for advertising structures in high potential areas, while registering for the Thailand Voluntary Emission Reduction Program (T-VER) to accumulate carbon credits for offsetting corporate emissions and generating added business value.

4. Trust in AI and Data Integrity Risk

Business Impact

While Artificial Intelligence (AI) and Big Data analytics play a vital role in enhancing operational efficiency and competitive advantages, in the near future, risks stemming from unethical AI usage or algorithmic bias may directly impact the trust of customers, business partners, and the public. Furthermore, data utilization lacking transparency could lead to privacy violations or non-compliance with increasingly stringent new regulations, such as the EU AI Act and international AI ethical guidelines. Without an appropriate governance framework, the Company may face reputational risks, legal consequences, and a loss of trust in its long term business operations.

Prevention and Management Guidelines

To manage technological risks systematically and sustainably, the Company is committed to developing a robust AI and Data Governance Framework with the following implementation guidelines:

- **Establishing Clear Policies and Guidelines** Drafting requirements and ethics for AI usage to ensure alignment with laws, regulatory mandates, and internal policies, thereby driving the organization toward Responsible AI.
- **Ensuring Control and Security** Implementing stringent data access control systems and enhancing database security to prevent the misuse of data for unintended purposes.
- **Auditing for Transparency and Bias Mitigation** Establishing regular AI auditing processes for algorithms and models to evaluate and mitigate dataset bias. This ensures that outputs used for business decision-making or advertising content delivery remain fair and transparent.

- **Knowledge and Ethics Enhancement** Conducting training sessions to upskill and raise awareness among employees regarding the proper and safe application of AI.
- **Ethical Impact Assessment** Establishing a process for the consideration and assessment of ethical risks prior to the actual implementation of advanced AI projects to prevent negative impacts on all stakeholder groups.

5. Post-Truth Consumer Behavior Risk

Business Impact

In an era of rapid information dissemination through social media, a large number of consumers are increasingly prone to confirmation bias, favoring information that aligns with their personal beliefs over objective facts. This makes it challenging to distinguish between factual truth and disinformation or fake news. Such behavioral shifts pose a significant challenge for brands in communicating their corporate values, sustainability initiatives, or ethical standards in a credible manner, particularly when viral social trends can lead to brand cancellation even in cases where information is incomplete.

For an advertising and brand awareness business like Plan B, this evolution represents a critical risk requiring close monitoring. It may affect the ability to maintain content governance in public spaces, impact the trust that clients place in brands utilizing the Company's media platforms, and increase the likelihood of brands being targeted by online attacks or having their intentions misinterpreted.

Furthermore, this risk influences the direction of future communication strategies, which may need to be restructured to emphasize transparency and sincerity. This includes leveraging influencers or highly credible information sources to safeguard the reputation and trustworthiness of both the clients and the corporate brand.

Prevention and Management Guidelines

To address the challenges of the post-truth era, the Company has established communication strategies and risk management directions as follows:

- **Strategic Communication Adaptation Focused on Transparency** Emphasizing communication styles that prioritize transparency and sincerity, while engaging thought leaders, influencers, or highly credible information sources to maintain and enhance the trustworthiness of both advertising media spaces and client brands.
- **Rigorous Advertising Content Screening** Establishing standardized content screening guidelines and review processes prior to broadcasting on Plan B's digital screen network. This measure prevents the platform from being utilized as a medium for disseminating distorted information, causing public misunderstanding, or violating ethical and moral standards.
- **Crisis Management and Reputation Recovery Planning** Preparing crisis communication guidelines to clarify factual information and protect the brand image of clients, while professionally safeguarding the credibility and standards of the Company's advertising media spaces.

6. Shortage of High-Skilled AI Talent

Business Impact

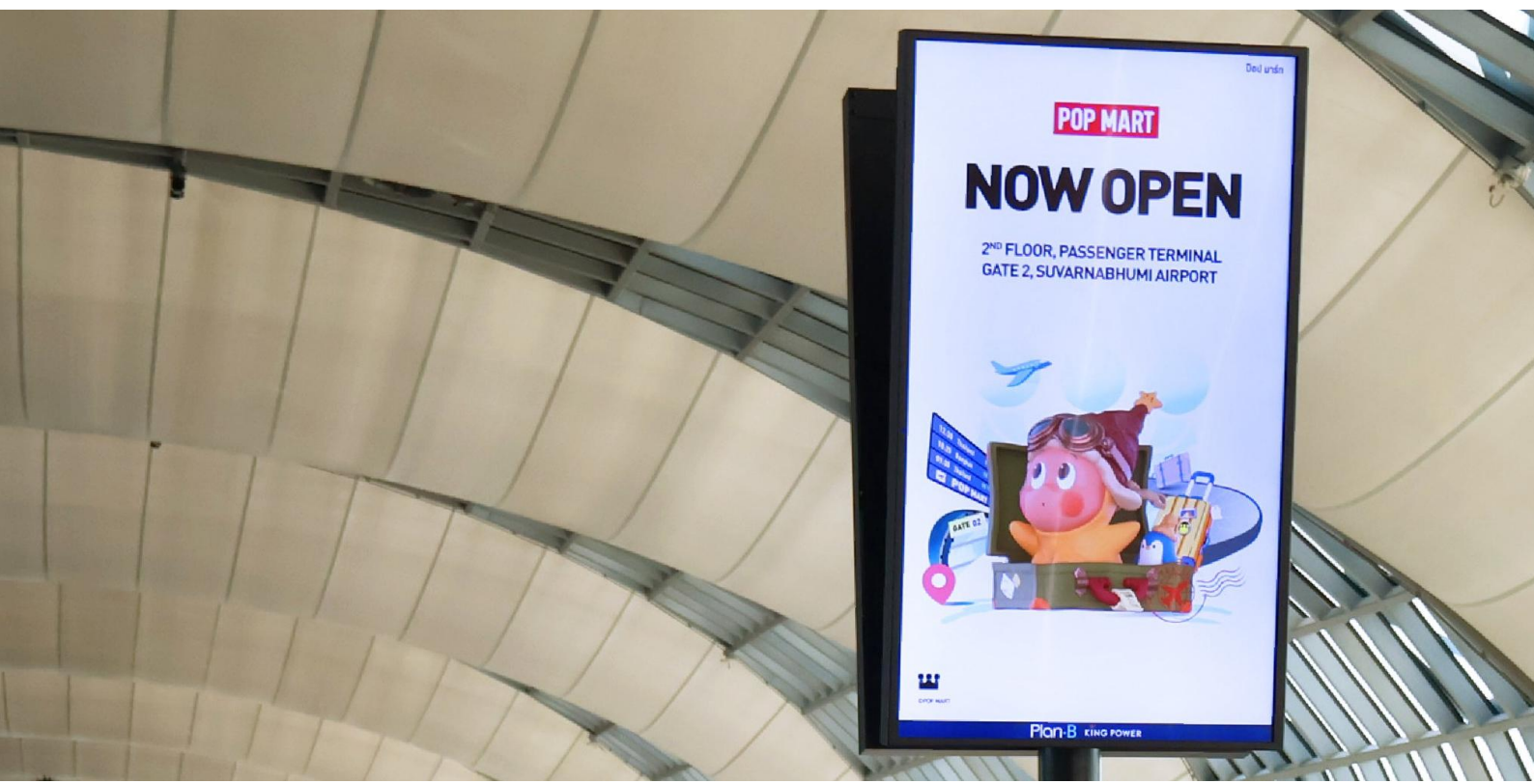
In a landscape where the advertising and marketing industry is intensively driven by the application of Artificial Intelligence (AI), the Company may face critical challenges from a shortage of personnel with specialized high-tech skills. These individuals are essential to supporting the rapid pace of Digital and AI Transformation.

If the Company is unable to recruit and develop talent in a timely manner, it could lead to a slowdown in the development of new solutions, affecting service quality and eroding long-term competitiveness. Additionally, this poses risks to work quality, the reliability of data measurement, and the overall efficiency of AI-assisted decision-making in advertising. Ultimately, it could result in lost business opportunities by failing to meet the needs of brands and agencies that are rapidly adopting Generative AI within their creative and production processes.

Prevention and Management Guidelines

To manage personnel risks and ensure future readiness, the Company has initiated concrete AI upskilling and application projects as follows:

- **Internal Talent Upskilling and Reskilling** Actively implementing AI capability-building programs for existing staff to enhance operational processes through specialized training courses, such as Advanced Data Analytics and Prompt Engineering.
- **Operational Process Efficiency Enhancement** Prioritizing the multi-dimensional application of AI technology, including Big Data Analytics for precise business decision support, Automation to reduce redundant tasks, and the development of tools to elevate service quality and better meet client needs.
- **Organizational Restructuring for Innovation** Establishing a roadmap to form a dedicated Data and AI Taskforce to serve as a hub for testing, research, and the development of innovative advertising solutions capable of addressing technological shifts sustainably.



Emerging Risk Management Plan

Plan B recognizes that the current business landscape is evolving rapidly due to various economic, social, technological, and environmental factors, all of which influence business operations over the medium to long term. These Emerging Risks such as stricter ESG regulatory trends, shifting demographic structures, or changing consumer behaviors in the era of information overload may not present immediate impacts in the short term. However, a lack of preparedness could lead to a loss of competitiveness, increased costs, and future reputational damage.

To mitigate these impacts and enhance Business Resilience, the Company is in the process of developing an Emerging Risk Management Plan with the following concrete implementation guidelines:

1. Emerging Risk Monitoring Framework

The Company will establish a systematic monitoring mechanism for emerging risks by assigning the Risk Management Working Group or the Strategic Risk Unit to monitor and analyze early warning signals from both internal and external data sources such as:

- Changes in international laws
- Government policies regarding the environment and labor
- Sudden shifts in consumer behavior
- Macroeconomic trends and market volatility

This mechanism will allow the Company to identify risks in a timely manner and prepare to address them before a business impact occurs.

2. Prioritization & Materiality Assessment

Once potential risks are identified, the Company conducts risk assessments based on COSO Enterprise Risk Management principles by evaluating both the Likelihood and the potential Impact on the organization. Risks are then prioritized according to their severity and relevance to the corporate strategic plan to facilitate appropriate planning and resource allocation. For example:

- If it is found that the new generation of workers prioritizes ESG over compensation, the Company will accelerate the development of a new Employer Branding strategy to meet those expectations.

3. Risk Response Plan

To address potential risks, the Company will define response guidelines covering both:

- Preventive Measures such as adjusting procurement policies and selecting business partners with ESG systems.
- Mitigative Actions such as technological backup planning and training employees in new skills.

These plans will be integrated into the Business Continuity Plan and the overall corporate risk management plan.

4. Strategic Integration

The Company will communicate new risk information and response guidelines to stakeholders at all levels, including the Board of Directors, senior management, supervisors, and operational employees, to ensure that all parties recognize the importance of potential risks and participate in risk management. Furthermore, emerging risk information will be integrated into corporate strategic planning to ensure that business plans are resilient and can adapt to the changing external environment in a timely manner.

5. Review & Adaptation

To ensure effective and current risk management, the Company reviews the emerging risk management plan annually or during significant events like outbreaks, disasters, or legal changes. The Company emphasizes Post Incident Reviews to continuously improve risk management and ensure organizational readiness in all situations.

Corporate Risk Culture

Corporate risk culture is a fundamental component for effective enterprise risk management. Plan B focuses on fostering a robust risk culture throughout the organization and expects all employees to be accountable for risk management in their daily activities. In 2025, Plan B conducted training and disseminated risk management information to employees across the group and its subsidiaries. This reached 1,068 participants ranging from the Board of Directors and executives to supervisors and operational staff to instill awareness and foster a comprehensive understanding of the context and significance of risk management within the organization.

Employee Level	Number of Personnel
Executive Level	23
Managerial Level	126
Supervisory Level	253
Operational Level	666

Note: The total headcount of 1,068 employees includes both permanent staff and contract personnel.

Risk Management Performance

The Company conducts annual risk assessments and utilizes the findings to inform corporate strategic planning. Risks are categorized into five severity levels according to their business impact and classified into five dimensions namely Strategic Risk, Operational Risk, Financial Risk, Regulatory Risk, and Sustainability Risk. This framework encompasses both internal factors and the volatile external business environment.

During 2025, the Company executed a comprehensive risk assessment with cooperation from every business unit. The evaluation considered impact severity from low to very high and the likelihood of occurrence ranging from likely to occur within the next year to certain to occur within three months. As a result, 61 specific risk issues were identified.

High Level Risk Management for Sustainability

The Company selected 8 highly material risk topics to present to the Board of Directors and define rigorous response measures. These strategic priorities are categorized into 3 key areas as follows:

- 1. Risk management related to revenue enhancement** focuses on retaining the existing customer base and expanding opportunities in new markets to mitigate effects from advertising budget volatility in the industry.
- 2. Risk management related to cost reduction** focuses on leveraging technology to decrease energy expenses and managing media structures for maximum value and efficiency.
- 3. Risk management related to corporate image and process optimization** focuses on transforming workflows to ensure transparency and accountability to safeguard the corporate reputation against operational misconduct or technological failures.

The presentation of these risk assessment results to the Board of Directors not only reflects the commitment of Plan B to building an effective and transparent risk management system but also demonstrates its dedication to proactive planning for future sustainable growth. The Company has leveraged these assessment findings to develop risk management plans that align with business goals and are systematically integrated into corporate strategy.

SUPPLY CHAIN MANAGEMENT

GRI 2-6, 3-3, 204-1, 308-1, 308-2, 414-1, 414-2

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> 100% of business partners signed the Supplier Code of Conduct covering economic social and environmental operations. 	<ul style="list-style-type: none"> Maintain a 100% rate of business partners signing the Supplier Code of Conduct addressing economic social and environmental dimensions. 	<ul style="list-style-type: none"> 100% of all suppliers have acknowledged and accepted the Supplier Code of Conduct guidelines.
<ul style="list-style-type: none"> Expand training and strategic partnerships to encourage suppliers to reduce environmental impacts across the value chain. 	<ul style="list-style-type: none"> All critical suppliers undergo continuous ESG performance assessments. 	
<ul style="list-style-type: none"> Increase the proportion of eco friendly procurement such as recycled vinyl and energy efficient LED screens to reach 20 percent of total procurement value. 	<ul style="list-style-type: none"> Establish and implement a Green Procurement List as a primary criterion for supplier selection. 	<ul style="list-style-type: none"> 100% of all critical suppliers completed ESG risk assessments with none identified as having high ESG risks.
	<ul style="list-style-type: none"> Encourage key pilot suppliers to participate in organizational carbon footprint assessment initiatives. 	

Note: These corporate governance and sustainability targets have been integrated into Key Performance Indicators (KPIs) for executive remuneration to reflect the commitment and accountability of top leadership

The Company is committed to managing its supply chain with sustainability and resilience by integrating ESG factors into its comprehensive procurement processes under [the Supply Chain Management Policy](#). The Company recognizes its business partners as vital allies and key stakeholders. Accordingly the Company prioritizes mutual development and growth rather than focusing only on risk monitoring or evaluation. The Company aims to be a leader that shares sustainability knowledge enhances supplier capabilities and drives the advertising media industry to grow together robustly and sustainably.

To ensure that business collaboration is conducted ethically transparently equitably and fairly the Company has established a [Supplier Code of Conduct](#) as a clear framework and set of guidelines. This works

in conjunction with a systematic supplier assessment process encompassing new supplier screening critical supplier identification and the monitoring and auditing of suppliers with high ESG risks.

The Company expects all suppliers and business partners to adhere to good corporate governance principles respect human rights protect worker safety and prevent impacts on the environment and communities. This Supplier Code of Conduct aims to develop operational standards for mutual sustainable growth across five key areas as follows.

Business Ethics

- **Delivery of Goods and Services** Business partners must deliver high quality products and services at fair and reasonable prices while ensuring on time delivery. They must avoid excessive profiteering relative to the quality of similar goods or services in the market. Furthermore business partners are expected to continuously enhance their offerings through modern technology to maintain optimal efficiency.
- **Regulatory Compliance** Business partners must strictly comply with all applicable international national and local laws as well as industry regulations and necessary operating permits required for their specific business locations and activities.
- **Anti Corruption and Bribery** The Company maintains a strict Collective Anti Corruption CAC policy and demonstrates its commitment to zero tolerance for corruption extortion fraud or bribery. Any partner involved in paying or receiving bribes will face immediate contract termination. The Company assumes no liability for any damages incurred by the partner due to such termination and the partner may face legal prosecution.
- **Gifts and Rewards** Business partners must acknowledge that Company personnel are prohibited from providing or soliciting gifts rewards or tokens that could influence business decisions or result in unfair advantages. Exceptions are made only for gifts given or received in accordance with traditional business customs and etiquette.
- **Conflict of Interest** Business partners must immediately notify the Company of any actions that may lead to a potential conflict of interest between the Company management or employees and the partner.
- **Protection of Confidential Information** Business partners must implement robust processes to prevent the leakage of confidential information including corporate business data and personal information belonging to the Company.
- **Grievance Mechanisms and Whistleblowing** Business partners must provide internal grievance channels for their own employees. Additionally the Company provides dedicated channels for partners and their staff to report corruption human rights violations or unfair treatment directly. A whistleblower protection policy is in place to ensure that reporters are shielded from retaliation or unfair contract termination.

Labor and Human Rights

- **Human Rights** Business partners must commit to and maintain fair working conditions as exemplary business models for human rights by prohibiting child labor and avoiding any actions that demonstrate a lack of respect for human rights principles or international standards regarding rights, freedom, and equality.
- **Labor and Child Labor** Business partners shall not engage in or support the employment of individuals under the legal minimum age and must provide fair compensation that is appropriate to the knowledge and abilities of employees.
- **Non discrimination** Business partners must respect employee dignity and treat workers fairly and equitably without violating human rights or utilizing forced labor. Special discrimination based on race, religion, gender, age, education, belief, disability, or any other factor is strictly prohibited.
- **Forced Labor Prohibition** Business partners must not use or benefit from any form of forced labor involving corporal punishment, coercion, detention, threats, intimidation, harassment, human trafficking, or violence.
- **Fair Employment Conditions** Business partners must clearly define work regulations and employment terms that are fair and complete without infringing on personal rights. All conditions must comply with labor laws unless the regulations provide superior benefits such as higher compensation, better working hours, fair termination, or overtime requests.
- **Freedom of Association and Collective Bargaining** Business partners must respect the right of employees to associate, establish labor organizations, and engage in collective bargaining freely within legal frameworks without intimidation or interference from employers.

Occupational Health and Safety

- **Occupational Health and Safety** Business partners must establish health, occupational health, and safety policies to promote a safe and hygienic working environment and reduce losses from injuries, illnesses, and workplace accidents. This includes providing adequate and appropriate personal protective equipment for employees and allowing them to share safety perspectives and suggestions.
- **Emergency Prevention, Preparedness, and Response** Business partners must conduct risk assessments to anticipate, identify, and evaluate emergency scenarios and implement plans and procedures for emergency response to mitigate impacts on business operations.

Environmental Impact Considerations

- **Environmental Management** Business partners must prioritize the environmental impacts of their business operations by implementing appropriate environmental management systems that comply with laws and regulations to ensure continuous efficiency improvements.

- **Waste, Chemicals, and Hazardous Materials** Business partners must manage the storage, discharge, and disposal of waste, chemicals, and hazardous materials from business operations in compliance with applicable laws and regulations through strict monitoring and control measures to prevent environmental impact.
- **Community Impact** Business partners must systematically assess, document, and control environmental impacts from their operations on surrounding communities.
- **Greenhouse Gas Management and Green Procurement** Business partners should prioritize assessing and setting targets for greenhouse gas reduction in production processes under Scope 3 and support the procurement and use of eco friendly materials such as recycled vinyl or energy efficient electronic equipment to support the transition toward a low carbon society together with the organization.

Social Development Participation

- **Social and Community Development** Business partners should operate with consideration for potential impacts on surrounding communities and society including contributing to improved quality of life and well being for Thai communities and society.
- **Local Economic Support** The Company encourages business partners to prioritize Small and Medium Enterprises SMEs and local distributors to drive income distribution and strengthen the community level economy.

Management Approach

These factors compel Plan B to prioritize resilience within its supply chain management system and collaborate with business partners to manage positive and negative economic environmental and social impacts. This includes addressing indirect greenhouse gas emissions throughout the value chain (Scope 3 Emissions) and ensuring fair treatment of partners to prevent human rights violations. Potential impacts include natural resource depletion community pollution or unfair labor practices by suppliers. Plan B strictly enforces the Supplier Code of Practice and evaluates sustainability risks via the CROSS Procurement digital platform. This system enhances supply chain data visibility and efficiently monitors supplier compliance. It is essential for identifying latent risks and facilitating proactive business continuity management.

Plan B defines its supply chain management strategy and supplier guidelines to ensure systematic oversight. The Company has fully integrated key sustainability factors into its procurement processes in alignment with ISO 20400 Sustainable Procurement as follows:

- Plan B requires all new and existing suppliers to comply with the Supplier Code of Practice while promoting responsible and environmentally sound sourcing for primary advertising materials such as static media.

- The Company maintains clear processes to identify Critical Suppliers and Critical Materials to prioritize risk management and strategic relationship planning.
- Plan B implements rigorous sustainability risk management measures including onsite audits conducted by internal auditors or independent third parties online assessments and risk monitoring via third party databases through the Cross Supplier Risk Management system.
- Plan B regularly monitors supplier performance through assessment and verification results. Suppliers must develop a Corrective Action Plan immediately if incidents or practices do not comply with audit requirements to prevent escalating impacts.

Supply Chain Management Strategy

Plan B has elevated its procurement strategy to align with its vision as the leader in Out of Home OOH media. The Company implements five proactive strategies to drive sustainability as follows:

1. **Vision** Fully integrating digital systems into supply chain management for real time data access. This includes predictive risk management, cost control, sourcing value, profitability, and operational efficiency, ensuring verifiable sustainability impacts and transparency throughout the entire supply chain.
2. **Collaborative** Integration Partnering with business allies to expand the adoption of sustainable practices. This strengthens the Thai business sector through stakeholder engagement and digital systems while supporting the joint development of eco friendly media innovations.
3. **Integrated Risk Management** Enhancing overall business resilience and ensuring continuity by sourcing qualified partners, particularly for critical raw materials. The Company promotes local procurement policies by prioritizing domestic suppliers and building their capabilities to distribute income and reduce the carbon footprint from transportation.
4. **Centralized Management** Harmonizing policies, operating models, and procurement technologies across the group at an international level. This maximizes value throughout the procurement lifecycle across economic, social, and sustainability dimensions.
5. **Standardization** Integrating leading procurement standards such as ISO 20400 Sustainable Procurement into supply chain management. This includes developing specialized ESG skills among employees and embedding sustainability awareness as a core corporate culture.

Integration of Sustainability Factors into Procurement

The Company prioritizes supply chain sustainability by integrating governance, human rights, environmental, and business ethics principles into its end to end procurement process. This ensures responsible growth alongside business partners through the following framework:

1. New Supplier Registration

- **Supplier Code of Conduct** The Company establishes a Supplier Code of Conduct aligned with international human rights, environmental, and labor standards. This serves as a primary requirement that all suppliers must acknowledge and sign before commencing any business transactions.
- **Sustainability Risk Assessment** Before registration, suppliers must undergo a preliminary ESG risk assessment considering business information, product or service categories, industry specific risks, and geographical locations.

2. Supplier Qualification

- **Detailed Sustainability Assessment** Selected suppliers undergo an in depth sustainability evaluation using ESG questionnaires and self assessment systems covering labor practices, safety, environment, and governance.
- **External Certifications** The Company encourages suppliers to provide evidence of international certifications such as ISO 14001, ISO 45001, SA8000, or other relevant standards to verify their commitment to sustainability.
- **On site Supplier Audits** Random inspections and site visits are conducted to verify compliance with requirements and provide concrete recommendations for improvement.

3. Bidding and Tendering

- **ESG as Selection Criteria** Sustainability factors such as waste management, resource efficiency, and labor standards are integrated into the evaluation criteria for bidding and tendering. These are considered alongside price and quality to promote socially and environmentally responsible competition.

4. Performance Evaluation

- **Annual Performance Review** The Company conducts supplier performance evaluations at least once a year, focusing on on time delivery, product or service quality, and compliance with ESG requirements.
- **Document Verification** Suppliers must submit performance reports or documentation such as environmental audit reports, safety records, and labor training logs upon request to ensure transparency and traceability.
- **On site Audits** If risk indicators are identified, the Company will perform additional on site audits to review compliance and identify immediate corrective actions.

5. Collaboration for Corrective Actions

- **Corrective Measures for Non Compliance** Upon detecting any violation of sustainability guidelines, the Company issues a warning notice with improvement recommendations and monitors progress within a specified timeframe. Failure to improve may lead to temporary or permanent suspension of cooperation.

6. Supplier Capacity Building

- **Non tier 1 Supplier Management** Recognizing the importance of secondary suppliers, the Company has initiated data collection and risk management for this group to ensure sustainability across the entire supply chain.
- **Business Continuity Risk Management** The Company analyzes and monitors risks that could disrupt procurement, such as natural disasters, logistics crises, or environmental events, to develop joint emergency response plans.
- **Sustainability Impact Management** The Company encourages suppliers to enhance their ESG capabilities by developing improvement plans aligned with corporate sustainability goals, fostering strong and long term partnerships.

Sourcing and Supplier Selection Policy

The Company maintains a sourcing and supplier selection policy rooted in equality and fairness while prioritizing the Company's best interests. This policy is built on the foundation of mutual benefits and sustainable development to foster confidence among all stakeholders. Under [the Procurement Policy](#), the Company ensures excellence, transparency, and fairness through a procurement management framework aligned with international standards.

The supplier selection process considers reputation, capability, expertise, financial stability, and legal compliance. It emphasizes equitable treatment, transparency, and business integrity. The Company is committed to fulfilling contractual obligations and strictly adhering to its Code of Conduct through the following guidelines:

1. **Respecting Human Rights** Establish criteria for sourcing and selection with rigorous screening to ensure fair business operations. This includes preventing human rights violations through a comprehensive Human Rights Due Diligence process.
2. **Integrating Sustainability with Value** Sourcing and selection are based on quality, price, volume, service, and responsiveness. Social and environmental responsibility are integrated through the application of Green Procurement concepts.
3. **Transparency and Anti Corruption** Ensure procurement is transparent, fair, and auditable while strictly complying with regulations and laws. The process considers economic, social, and environmental risks. The Company opposes all forms of unfair competition and maintains a Zero Tolerance policy regarding dishonest benefits.
4. **Open and Fair Communication** Procurement practices avoid exploiting suppliers by providing complete, accurate, and transparent information. Equal treatment is guaranteed, and the Company actively listens to supplier feedback via two way communication channels.
5. **Honoring Agreements and Contracts** Strictly adhere to agreed terms. In the event of non compliance, suppliers must be notified in advance to collaboratively find timely solutions and minimize business continuity impacts.

6. **Governance according to Guidelines** Evaluate suppliers based on Environmental, Social, and Governance (ESG) impacts. Suppliers are governed by the Supplier Code of Conduct as part of sustainable supply chain management.
7. **Relationship Management and Capacity Building** Prioritize supplier relationship management to build strong partnerships and enhance mutual sustainable growth through strategic collaboration projects.
8. **Assessment and Corrective Action** Integrate sustainability into procurement by setting criteria for new and existing suppliers. This includes onsite audits for critical or high risk suppliers to develop their potential and manage corrective action plans.
9. **Knowledge and Technology Management** Manage knowledge sharing between the Company and suppliers while leveraging digital technology to enhance procurement capabilities and strive for excellence.

All executives and personnel are responsible for supporting and strictly adhering to this procurement management framework. Operations must uphold human dignity, equality, and fairness without discrimination based on physical or mental conditions, race, nationality, religion, gender, age, or education to promote a culture of diversity, equity, and inclusion.

Supplier Selection Criteria

Selecting high-quality business partners is essential for fostering sustainable growth. Consequently, the Company prioritizes a fair and appropriate selection process to ensure alignment with established standards. Our criteria incorporate comprehensive risk assessments covering economic, social, and environmental dimensions arising from supplier activities. The key selection criteria are as follows:

1. **Supplier Status** Business partners, including manufacturers, operators, distributors, service providers, or contractors, must maintain clearly verifiable and transparent business premises.
2. **Resource Readiness and Operational Capability** Partners must possess adequate personnel, machinery, equipment, products, services, and warehousing facilities, alongside financial stability and a credible operating history to ensure long-term business continuity.
3. **Performance and Reliability** Suppliers must demonstrate a satisfactory track record regarding product quality, service delivery, on-time performance, after-sales support, warranties, and strict adherence to mutually agreed contractual terms.
4. **Legal Compliance and Business Ethics** Business partners must strictly comply with all relevant rules, regulations, and laws, operating with fairness, transparency, and accountability. They must have no conflicts of interest with the Company, no history of corruption or contract abandonment, and must not be blacklisted by government or private agencies in accordance with good corporate governance principles.
5. **Social and Environmental Responsibility** Suppliers must demonstrate a commitment to social and environmental responsibility, covering human rights, labor practices, business ethics, and

environmental compliance, while striving to mitigate environmental impacts in line with sustainable development pathways.

The Company reviews and updates these supplier selection criteria at least once a year, or upon significant contextual or legal changes, to ensure alignment with emerging risks and international standards. This process remains a vital component of the Company's sustainable procurement strategy, promoting transparency, fairness, and accountability toward all stakeholder groups.

Criteria for New and Existing Supplier Identification

The selection of new and existing business partners must strictly adhere to the established corporate criteria, focusing on qualification and classification standards. This process is fully aligned with procurement policies, supplier engagement practices, and the integrated supply chain management framework. Furthermore, suppliers must demonstrate a firm commitment to social and environmental responsibility through an initial ESG screening that encompasses human rights, labor welfare, business ethics, and environmental legal compliance. All suppliers are also required to acknowledge and comply with the Company's Supplier Code of Conduct to ensure mutual alignment and a shared commitment to sustainable development.

Supplier Segmentation Criteria and Critical Non-Tier 1 Supplier Assessment Guidelines

The Company utilizes a Centralized Procurement system to enhance cost efficiency, quality control, and transparency. Clear Supplier Segmentation criteria for direct Tier-1 suppliers are defined based on risk levels, procurement value, and strategic significance, categorizing them into Critical, Non Critical, and General Suppliers with tailored risk management approaches.

To ensure comprehensive oversight and transparency, the Company extends its management scope to Critical Non Tier-1 Suppliers. These include entities deeper in the supply chain, such as raw material manufacturers or subcontractors for critical suppliers, whose performance is vital for business continuity and supply chain risk mitigation.

To maintain effective and comprehensive procurement management, the Company has established a systematic segmentation framework based on risk levels, contract value, strategic importance, and substitutability, with assessment guidelines as follows:

- 1. Critical Suppliers** refer to suppliers with high contract value, significant spend, and low substitutability that are essential for revenue generation and carry high risk profiles. The Company mandates annual performance reviews through Vendor Evaluation Forms, On Site Audits, and sustainability assessments, particularly for categories such as LED displays.
- 2. Non Critical Suppliers** include suppliers with moderate spending or low contract value and medium to low risk levels. They undergo annual reviews via Vendor Evaluation Forms and Vendor Self Assessments, covering areas such as construction, spare parts, IT services, and consumables.

3. **General Suppliers** consist of suppliers with relatively low transaction values and minimal business risk. Given their high substitutability and low impact on operations, assessments are conducted on a case by case basis rather than annually.
4. **Critical Non Tier-1 Suppliers** represent entities that do not supply the Company directly but play a vital role within the supply chain of Critical Tier 1 suppliers, such as producers of essential components or key sub suppliers.

The Company identifies and classifies this group based on the following criteria:

1. **Direct connection to Critical Tier-1 Suppliers** with a significant role in production or services, such as LED panel manufacturers, key raw material providers, or specialized subcontractors.
2. **High difficulty in short term** substitution or limited market alternatives.
3. **History of operational disruptions impacting Critical Tier 1 suppliers or Company deliveries**, such as delays, supply shortages, or quality deviations.
4. **Operations located in high risk regions**, including areas prone to geopolitical tensions, natural disasters, or regulatory uncertainty that could disrupt the supply chain.

Risk Management and Assessment Guidelines for Critical Non Tier-1 Suppliers

To facilitate effective risk management planning and collaborative engagement with business partners, the Company has established guidelines for monitoring and managing relationships with this supplier group as follows:

1. **Coordinate with Tier 1 suppliers to obtain supply chain data for mapping purposes**, such as identifying key subcontractors or primary raw material manufacturers.
2. **Conduct preliminary risk assessments through indirect evaluation** using questionnaires focusing on quality environmental management labor law compliance and sustainability practices in collaboration with relevant Tier 1 partners.
3. **Periodically monitor and audit risks alongside Tier 1 suppliers**, particularly when risk indicators arise such as delivery delays quality issues or human rights violations within the supply chain.
4. **Integrate assessment protocols with Tier 1 on site audits or supplier meetings** by incorporating risk topics related to subcontractors or secondary suppliers into the evaluation forms.

Systematically identifying and managing Critical Non Tier 1 suppliers enables the Company to perform comprehensive end to end supply chain risk management and develop appropriate response plans. This approach supports business continuity mitigates the likelihood of unforeseen incidents and promotes long term sustainability for the Company and its partners across all levels.

Acknowledgment and Acceptance of the Supplier Code of Conduct

The Company mandates that all new suppliers acknowledge accept and sign the Supplier Code of Conduct strictly prior to commencing any transaction or procurement activities within the Pre qualification Process. This requirement ensures mutual alignment reinforces a commitment to transparent business operations and establishes a robust foundation for collective sustainable growth.

Following this commitment in 2025 100 percent of both new and existing suppliers successfully acknowledged and signed the Supplier Code of Conduct. This achievement reflects the Company's progress in effectively driving Environmental Social and Governance ESG standards across the entire supply chain.

Supplier Assessment

The Company conducts annual supplier assessments to analyze data and collaboratively identify operational solutions with business partners. These evaluations serve as a basis for maintaining commercial relationships and fostering mutual sustainable business development. The assessment framework is divided into two primary categories: Supplier Risk Assessment and Supplier Performance Assessment, as detailed below:

- **Supplier's Risk Assessment**

The Company mandates supplier risk assessments to prioritize potential impacts on corporate operations based on defined risk criteria. These evaluations encompass three critical dimensions: economic, social, and environmental factors. Furthermore, the Company establishes rigorous management and control measures, such as collateral requirements, qualification audits, and the verification of industrial operating licenses from the Department of Industrial Works.

Risk Factors	Management and Control Guidelines
Economic Dimension	
Supplier financial status and stability	<ul style="list-style-type: none"> • Security collateral • Review of historical financial statements
High-transaction value suppliers	<ul style="list-style-type: none"> • Monitoring of contractual compliance and work delivery • Establishment of installment-based payment terms (Credit Terms) aligned with project progress
Leakage of confidential business information and personal data	<ul style="list-style-type: none"> • Mandatory signing of Non-Disclosure Agreements (NDAs) • Assessment of supplier information technology security standards
Supply Chain Disruption from disasters or crises	<ul style="list-style-type: none"> • Requirement for critical suppliers to maintain Business Continuity Plans (BCP) • Monitoring and risk assessment encompassing Critical Non-Tier 1 suppliers
Social Dimension	
Use of child labor, illegal migrant labor, and human rights violations	<ul style="list-style-type: none"> • Establishment of supplier qualification criteria • On-site business visits and audits • Provision of grievance mechanisms for all stakeholder groups

Risk Factors	Management and Control Guidelines
Occupational health and safety	<ul style="list-style-type: none"> Establishment of supplier qualification criteria On-site business visits and audits
Environmental Dimension	
Climate change and supply chain greenhouse gas emissions (Scope 3 Emissions)	<ul style="list-style-type: none"> Support for Green Procurement policies by prioritizing the selection of eco-friendly materials
Environmental stewardship and waste management	<ul style="list-style-type: none"> Verification of Factory Licenses as permitted by the Department of Industrial Works

The assessment is based on the likelihood of occurrence and the severity of impact, utilizing quantitative and qualitative criteria as a foundation for evaluating risks across four levels.

Level	Impact		Risk Rating
	Quantitative	Qualitative	
4	<ul style="list-style-type: none"> Occurs monthly or Financial damage exceeding THB 10mn 	<ul style="list-style-type: none"> Severe human rights violations Workplace fatalities Major environmental destruction National media coverage potentially leading to business suspension 	Ver High
3	<ul style="list-style-type: none"> Occurs 1-5 times within 6 months or Financial damage between THB 5-10mn 	<ul style="list-style-type: none"> Lost time injuries Environmental regulatory non compliance Labor related legal prosecution Community grievances impacting broad corporate image 	High
2	<ul style="list-style-type: none"> Occurs once every 1-3 years or Financial damage between THB 1-5mn 	<ul style="list-style-type: none"> Minor injuries Temporary operational disruptions Community environmental complaints resolvable in the short term 	Medium
1	<ul style="list-style-type: none"> Occurs once in over 4 years or Financial damage below THB 1mn 	<ul style="list-style-type: none"> Near miss incidents Environmental impacts remain within controllable standards and grievances are managed at the departmental level without affecting corporate reputation. 	Low

• **Supplier's Performance Assessment**

The Company continuously evaluates supplier performance to ensure they possess the capability to meet business requirements with quality and sustainability. This assessment is categorized into four key areas:

1. **Quality of Products and Services** Evaluated based on the standard of products and services delivered to the Company, considering specification compliance, quality consistency, warranties, and the rate of complaints or defects.
2. **Complete and Punctual Delivery** Analysis of delivery punctuality according to schedules, including the ability to fulfill complete orders and maintain efficient inventory and logistics management.
3. **Coordination and Management Efficiency** Assessed through communication effectiveness, responsiveness to issues, flexibility in various situations, and professional systematic project management.
4. **Social and Environmental Responsibility** Suppliers must operate with consideration for environmental and social impacts, such as resource efficiency, environmental law compliance, fair labor practices, and social contributions, potentially evidenced by external ESG certifications.

Supplier Audit Formats and Methods

To ensure a transparent and comprehensive verification process, the Company has established assessment methods aligned with the criticality of each supplier group as follows:

Supplier Audit Methods		
Supplier Group	Documentary Verification and Online Self Assessment	On-site Audit
Critical Suppliers	●	●
Non-critical Suppliers	●	
General Suppliers	●	
Critical Non Tier-1 Suppliers	●	

Monitoring and Capacity Building

The Company conducts regular supplier assessments at least once a year through Vendor Evaluation Forms, Vendor Self Assessments, and On site Audits. Data obtained from these processes is analyzed to collaboratively identify operational solutions with business partners and to foster mutual sustainable business development.

ESG Risk Management in the Supply Chain

The Company consistently performs Environmental Social and Governance ESG risk assessments for critical suppliers using Vendor Self Assessments and On site Audits to ensure ethical and transparent operations in strict compliance with labor laws human rights and environmental standards.

In 2025 risk assessments conducted for critical suppliers identified no high level ESG risks nor were there any reported grievances or significant incidents violating the Company's Supplier Code of Conduct.



Supplier Risk Factors

- **Strategic Risks**

1. **Risk of Customer Contract Non Renewal**

The Company enters into service agreements with customers for durations of one year or longer. Should customers fail to renew these contracts upon expiration, the Company may face revenue loss and reduced profitability. Recognizing this risk, the Company prioritizes superior service delivery to enhance customer satisfaction and secure renewals. Furthermore, the Company consistently expands its customer base to mitigate potential impacts from non renewal.

2. **Risk from Inability to Renew or Termination of Land Leases and Concessions**

A significant portion of the Company's advertising media is situated on third party land or utilizes assets under concession agreements. Failure to negotiate renewals or premature termination of such agreements could disrupt service delivery and adversely affect financial performance. To safeguard against these risks, the Company primarily secures long term agreements to ensure operational continuity.

3. **Sourcing Risk Management**

The Company evaluates supplier risks by considering environmental, social, and governance (ESG) impacts through a comprehensive four step criticality analysis as follows:

- 1) Spend analysis covering all procurement categories and expenditure for all high-spend suppliers.
- 2) Supplier ESG risk assessment focusing on identifying corporate sustainability risks within the procurement process, such as the use of child labor.
- 3) Supplier criticality analysis based on the following criteria:
 - High transaction value with the supplier
 - Components or services essential to the Company's operations
 - Low substitutability where alternative providers are unavailable
- 4) Development of impact mitigation measures based on risk assessment and criticality analysis to ensure readiness in managing high-risk and high-criticality suppliers, with measures defined as follows:

- **Critical Suppliers** refer to suppliers with high expenditure and very high or high risk levels, or those providing products that are difficult to substitute. These suppliers are subject to annual audits, including site visits. Furthermore, such suppliers must establish corrective action plans to mitigate potential risks and severity, ensuring risk management remains at a level that prevents adverse impacts on the business, community, and environment.
- **Non-Critical Suppliers** refer to suppliers with moderate to low expenditure and risk levels. These suppliers must undergo vendor evaluations or sustainability performance audits and pass assessments conducted by relevant departments, such as end-user or related units.

- **Operational Risks**

1. **Risk from Information Technology System Stability**

The Company integrates technology into its services to optimize operational efficiency. Significant system failures, such as data loss or cyberattacks, may disrupt operations. To safeguard against this, the Company maintains efficient and adequate backup systems to prevent data damage.

2. **Risk of Delayed Product Delivery from Suppliers**

Service contracts typically define specific delivery schedules. Failure to deliver products to customers within the stipulated timeframe may result in penalties and compensation, impacting revenue and profitability. Moreover, delays could harm corporate reputation and customer trust, leading to lost business opportunities in the future.

- **Regulatory Risks**

1. **Risk from business operations under concession agreements with government entities**

The Company enters into numerous contracts with both public and private sectors, such as land leases for media installations. Discrepancies may arise regarding the interpretation of contractual terms or conditions. Furthermore, the Company cannot guarantee that government authorities will not modify concession policies or scope, as such decisions are based solely on the discretion of the state.

2. **Potential financial impact from regulatory compliance costs**

The Company operates under Thai laws and regulations governing environmental protection, as well as occupational health and safety. Consequently, the Group must maintain compliance with these standards, including the recruitment of specialized personnel to oversee legal adherence, equipment maintenance, and operational supervision. Future regulatory changes may necessitate operational adjustments and asset management updates, which could lead to increased expenditure.

3. **Risk from government or relevant authority policies**

The advertising media business is indirectly influenced by the policies of the government and relevant agencies. Government policies that could impact the Company's operations include tax related measures, such as adjustments to signboard tax rates.

- **Social and Environmental Risks**

1. **Climate Change Risk**

Global emphasis on climate change and rising temperatures may lead to extreme weather events and natural disasters. Such incidents could disrupt the Company's core operations, affecting advertising structures or causing supplier logistics delays that hinder timely product delivery.

2. Human Rights and Labor Practices Risk

Potential violations of labor laws or human rights by suppliers could significantly damage the Company’s corporate image and investor confidence. To mitigate this, the Company conducts continuous monitoring through rigorous assessments and strict enforcement of the Supplier Code of Conduct.

Supplier risk assessments encompass economic, social, and environmental dimensions

Supplier Risk Assessment		
Economic Dimension	Social Dimension	Environmental Dimension
<ul style="list-style-type: none"> Risks related to supplier financial status and stability 	<ul style="list-style-type: none"> Labor risks such as child labor, forced labor, and illegal migrant labor 	<ul style="list-style-type: none"> Climate change and Scope 3 greenhouse gas emission risks
<ul style="list-style-type: none"> Risks from delivery delays and supply chain disruptions 	<ul style="list-style-type: none"> Occupational health, safety, and working environment risks 	<ul style="list-style-type: none"> Environmental stewardship, pollution, and waste management risks
<ul style="list-style-type: none"> Risks of corruption and non-compliance with business ethics 	<ul style="list-style-type: none"> Human rights risks and potential impacts on surrounding communities 	<ul style="list-style-type: none"> Risks from non-compliance with environmental laws and regulations
<ul style="list-style-type: none"> Cybersecurity and data leakage risks 		

Risk Management Process

The Company prioritizes systematic risk management aligned with international standards, which is essential for navigating business uncertainties and continuous change. This approach ensures the achievement of established objectives and targets while enhancing competitiveness, fostering business growth, and creating new opportunities. Furthermore, it safeguards the interests of all stakeholder groups. The risk management process at the business unit and departmental levels comprises the following steps:

- 1. Risk Identification** Identifying and gathering factors or events that could impact organizational operations, arising from internal sources (such as management, personnel, and systems) and external factors (such as economic, political, legal, and environmental conditions). Identified risks encompass strategic, operational, financial, and compliance categories, including the assessment of emerging risks and sustainability (ESG) risks to ensure comprehensive and rigorous oversight.
- 2. Risk Analysis and Assessment** Analyzing the root causes and contributing factors of risks, while evaluating the likelihood of occurrence and potential impact through both qualitative and quantitative methods. Risks are prioritized and categorized by severity relative to the organization’s risk appetite, enabling the selection of appropriate management strategies for each risk type.
- 3. Risk Response Planning** Developing and selecting strategies or measures to address assessed risks, including risk avoidance, reduction, transfer, or acceptance for risks within controllable levels.

The selection of these measures considers resource availability, cost-effectiveness, and the overall impact on organizational goals.

4. **Risk Implementation** Executing risk management plans across all relevant parties according to their roles and responsibilities. This includes establishing appropriate internal control systems, facilitating internal communication to raise awareness, and fostering a robust Risk Culture to ensure organization-wide participation as part of daily operations.
5. **Monitoring and Evaluation** Tracking the progress of risk management plans and evaluating the effectiveness of implemented measures through Key Risk Indicators (KRIs). This stage involves the continuous review and refinement of risk management approaches to align with the evolving business environment and support the achievement of organizational objectives.

Annual Supplier Risk Assessment Results

Regarding 2025 performance, the Company conducted risk assessments for critical suppliers and found that none possessed significantly high risk levels. This reflects the effectiveness of our rigorous control measures and screening processes in successfully managing and mitigating potential impacts. As a result, the Company experienced no supply chain related economic risks at a level that would concern business operations.

Supply Chain Transparency and Impact Management

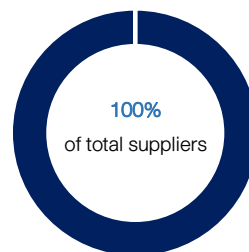
Plan B conducts an annual critical supplier identification process to enhance relationship management strategies, resource allocation, and risk mitigation. Criteria for identifying these suppliers include their sustainability maturity, alignment of business objectives with Plan B, supply of critical materials, lack of substitutability, and the level of mutual dependency. These parameters enable Plan B to proactively identify and mitigate potential procurement risks throughout the entire supply chain.

- 100% of critical suppliers acknowledged the Supplier Code of Conduct

Proportion of Critical Suppliers



Proportion of Suppliers in Thailand



Plan B integrates sustainability considerations throughout the procurement process, requiring all suppliers to adhere to the Supplier Code of Conduct. Every supplier undergoes rigorous screening across Environmental, Social, and Governance (ESG) criteria alongside quality audits, covering 100% of the supplier base. Sustainability is also established as a core criterion for supplier qualification, tendering, and

performance evaluation. Additionally, Plan B requires critical and strategic suppliers to enforce key policies within their own supply chains to ensure that indirect suppliers consistently comply with Plan B's sustainability standards.

- 100% of Tier 1 suppliers have acknowledged and accepted the Supplier Code of Conduct, reflecting a commitment to transparent supply chain governance.

Supplier Code of Conduct for Sourcing and Procurement

The Company has established the Supplier Code of Conduct for Sourcing and Procurement to define sustainable business guidelines and operational standards for its partners. This framework ensures transparency, equality, and fairness throughout the collaboration. The code comprehensively covers environmental standards, human rights, occupational health and safety, business ethics, and anti corruption practices. Additionally, the Company encourages suppliers to cascade these principles within their own supply chains. This initiative aims to elevate collective responsibility and promote continuous sustainability across the value chain, driving mutual long term growth and value creation.

Supplier Payment Policy and Terms

Plan B Media Public Company Limited prioritizes sustainable business operations and is committed to conducting business with partners through fairness and transparency under Good Corporate Governance principles to strengthen and maintain long term commercial relationships. To this end, the Company has established a clear [supplier payment policy and defined credit terms](#).

Plan B recognizes that liquidity and cash cycle management are vital drivers for its partners' business operations. The Company's policy designates a payment period of 30 to 90 days, depending on the type of product or service, such as advertising services or media production. Billing and payment processes for general suppliers are conducted in accordance with standard accounting cycles.

Nevertheless, credit conditions and payment terms for certain vendors, contractors, service providers, or specific subsidiaries may deviate from the standard guidelines based on the nature of the business, products, raw materials, and services. These variations are determined through mutual agreement between the Company and each counterparty.

The Company ensures that agreements with every partner align with established standards and uphold the principle of fairness. Considerations include market conditions, industry benchmarks, and equitable business terms, strictly avoiding the abuse of bargaining power for unfair trade advantages. This commitment aims to reinforce supply chain stability and promote sustainable mutual growth.

Liquidity Ratios		2024	2025
Current Ratio	(times)	1.20	1.36
Quick Ratio	(times)	1.19	1.35
Average Collection Period	(days)	116.6	120.2
Average Payment Period	(days)	101.4	115.6

Under the company policy, credit terms for suppliers are set from 30 to 90 days. In 2024 and 2025, the actual average payment periods were 101.4 days and 115.6 days respectively. These results slightly exceed the policy guidelines. This is mainly because certain customer groups, especially government agencies, occasionally experience delayed payments. These delays are caused by budget constraints, complex bureaucratic procedures, or political uncertainty. Macroeconomic volatility has also contributed to a chain reaction of delays.

Although the company faces external factors beyond its control, the accounts receivable turnover ratio remains at a manageable level. It has not impacted the overall operations of the organization. The company recognizes the potential effects on supplier liquidity and prioritizes transparent communication to find solutions together. The company is committed to monitoring credit risk closely while maintaining prudent liquidity. This ensures the business and the supply chain can overcome challenges and achieve long term stability in any situation.

INFORMATION SYSTEM SECURITY AND DATA PRIVACY

GRI 3-3, 418-1

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> Maintain zero complaints regarding personal data breaches and customer data leaks. 	<ul style="list-style-type: none"> Maintain zero complaints regarding personal data breaches and customer data leaks. 	<ul style="list-style-type: none"> Zero complaints from government agencies, customers, or other stakeholders regarding unauthorized use of personal data, and no customer data leaks occurred.
<ul style="list-style-type: none"> 100% of employees at all levels must pass training and knowledge tests on personal data protection and cybersecurity annually. 	<ul style="list-style-type: none"> 100% of employees at all levels must pass training and knowledge tests on personal data protection (PDPA) and cybersecurity. 	
<ul style="list-style-type: none"> Elevate data protection and prepare for international information security management system certification such as ISO IEC 27001 or NIST. 	<ul style="list-style-type: none"> Review and update information security policies to be comprehensive and ready for new types of cyber threats. 	

Note: These corporate governance and sustainability targets have been integrated into Key Performance Indicators (KPIs) for executive remuneration to reflect the commitment and accountability of top leadership

Rapid technological advancements have caused cyber threats and personal data breach risks to become increasingly sophisticated. Plan B recognizes that information system security is an essential foundation for preventing operational disruptions, safeguarding reputation, and maintaining stakeholder trust. The company is dedicated to strictly enforcing information security policies and personal data protection measures, alongside continuous efforts to raise employee awareness.

Governance and Compliance

The company complies with the Personal Data Protection Act B.E. 2562 (PDPA) and the Cybersecurity Act B.E. 2562, alongside regulations regarding data collection, recording, usage for specific purposes, storage, and disposal. Plan B appointed a Data Protection Officer (DPO) to oversee privacy matters. In 2022, the company elevated its information technology and data privacy operations by strengthening data governance. IT practices and policies are reviewed annually to ensure that all employees have the knowledge, skills, and appropriate tools to safeguard customer information.

Personal Data Risk Management

The operations of the company involve the personal data of various stakeholder groups, including customers, partners, and employees. Multiple departments handle this information, which creates risks of incorrect or incomplete practices regarding privacy notices, consent requests, and data leak management. Such breaches could lead to significant reputational damage and heavy financial penalties, especially since the Personal Data Protection Act B.E. 2562 (PDPA) came into full effect on June 1, 2022.

The company recognizes the importance of the Personal Data Protection Act and the various regulations issued by the Personal Data Protection Committee. A Personal Data Protection Working Group has been established to develop internal policies and procedures that align with the law and relevant regulations. These policies are updated regularly to ensure they remain current. Additionally, the company has implemented a data storage system for employees and subsidiaries to prevent data leakage and allow for immediate damage mitigation. To promote systematic and transparent data management, the company has announced [the Recording, Reporting, and Data Retention Policy](#). This policy provides guidelines for employees on data storage, retention periods, and disposal methods. It also covers procedures for responding to data subjects who exercise their rights to delete, destroy, or correct their information. Furthermore, the company communicates its operational plans to partners and customers to ensure that collaboration is efficient and follows the guidelines of the Personal Data Protection Committee.

Additionally, the Company implemented a Consent Management System (CMS) to ensure PDPA compliance, which is now fully integrated into our website. We manage personal data collection and usage through a Record of Processing Activities (RoPA), enabling data subjects to easily exercise their rights via the CMS "Data Subject Rights" section. Our Personal Data Protection team also collaborates with relevant departments to provide training for data owners, controllers, and business unit representatives. This ensures a clear understanding of roles and systems, resulting in the highly effective protection of personal data for all customers and stakeholders.

Personal Data Protection Consent Form for Job Applicants of Plan B Media Public Company Limited

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

ด้วยบริษัท แพลน บี มีเดีย จำกัด (มหาชน) (บริษัท) หรือ (แพลนบี) มีความประสงค์ที่จะรวบรวม ใช้ และเปิดเผย ข้อมูลส่วนบุคคลของข้าพเจ้า เพื่อนำไปใช้ประโยชน์เกี่ยวกับการพิจารณาการสมัครงานของข้าพเจ้ากับบริษัท และขอใช้ บริษัทในเครือในกลุ่มของแพลนบี ตามที่กำหนดไว้ใน "นโยบายการคุ้มครองข้อมูลส่วนบุคคล" ของบริษัท

ข้าพเจ้า (ชื่อ-นามสกุล) _____ จึงขอให้ความยินยอมในการรวบรวม ใช้ และเปิดเผยข้อมูลส่วนบุคคลของข้าพเจ้าแก่แพลนบี ดังต่อไปนี้

- ข้อมูลส่วนบุคคลที่มีความอ่อนไหว**
ข้าพเจ้า ยินยอมให้บริษัทจัดเก็บข้อมูลส่วนบุคคลที่มีความอ่อนไหวของข้าพเจ้า เพื่อดำเนินการดังต่อไปนี้
 - เพื่อดำเนินการตรวจสอบประวัติและคุณสมบัติของพนักงานก่อนจ้างงานภายในขอบเขตของกฎหมาย รวมถึง การตรวจสอบประวัติอาชญากรรม ประวัติสุขภาพ และตรวจสอบข้อมูลจากบุคคลอ้างอิงที่ท่านระบุ
 ยินยอม ไม่ยินยอม
 - เพื่อประโยชน์ในการบริหารจัดการภายในองค์กรเกี่ยวกับกระบวนการจ้างงาน เช่น การส่งข้อมูลผู้สมัครหรือ รายงานการสัมภาษณ์ที่ไม่ใช่ที่เกี่ยวข้องและผู้มีอำนาจตัดสินใจคัดเลือก กระบวนการภายในเพื่อจัดทำ สัญญาจ้าง รวมถึงกระบวนการบริหารจากบุคคลอื่นๆ
 ยินยอม ไม่ยินยอม
- ข้าพเจ้ายินยอมให้บริษัทดำเนินการรวบรวมข้อมูลของข้าพเจ้าทั้งโดยตรงและจากแหล่งอื่นได้ เช่น หน่วยงานราชการ บุคคลอ้างอิงที่ท่านระบุในแบบฟอร์มสมัครงานของบริษัท หรือแหล่งข้อมูลสาธารณะอื่นๆ
 ยินยอม ไม่ยินยอม
- ข้าพเจ้ายินยอมให้ บริษัทเปิดเผยข้อมูลส่วนตัวของข้าพเจ้าให้แก่บริษัทในกลุ่มแพลนบีและบริษัทในเครือ และ บุคคลภายนอก เพื่อดำเนินการตามวัตถุประสงค์ที่ระบุไว้ในนโยบายการคุ้มครองข้อมูลส่วนบุคคลของบริษัท
 ยินยอม ไม่ยินยอม
- ข้าพเจ้ายินยอมให้บริษัทจะสามารถเก็บข้อมูลส่วนบุคคลของข้าพเจ้าต่อไปได้เป็นเวลา 2 (สอง) ปี หากบริษัท ตัดสินใจไม่ประสงค์จะจ้างข้าพเจ้าเป็นพนักงานตำแหน่งงานที่ข้าพเจ้าได้สมัครไว้ ภายหลังจากที่บริษัท ตีจรรยาบรรณบริษัทต่างๆ ของข้าพเจ้าแล้ว
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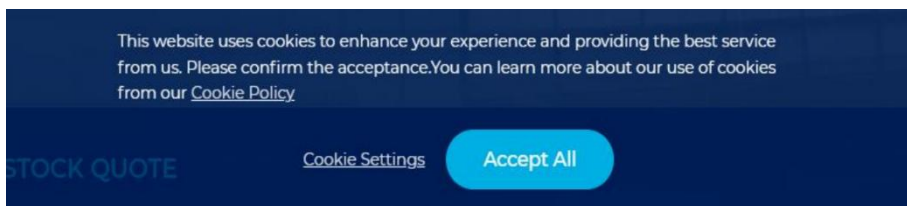
Corporate Cookie Policy

The Company prioritizes user privacy and responsible personal data management under strict data governance principles. We have established this [Cookie Policy](#) to ensure transparency regarding the collection, use, and storage of visitor information. The Company utilizes cookies for the following purposes:

- To enhance website service efficiency and deliver an optimized user experience
- To analyze anonymized statistical usage behavior and tailor content to user needs
- To display relevant content and advertisements across digital platforms without violating individual rights

Users maintain full autonomy to configure cookie settings according to their preferences, including accepting all cookies, declining non-essential cookies, or customizing privacy settings through our website's Consent Management System (CMS).

The Company has implemented this Cookie Policy in full compliance with the Personal Data Protection Act B.E. 2562 (PDPA) and international best practices. We provide clear notifications and policy disclosures prior to data collection, ensuring users can modify or withdraw their consent at any time.



Data Ethics and Data Leakage Prevention

The Company has implemented Data Loss Prevention (DLP) systems to mitigate the risks of data breaches and unauthorized access. These measures are designed to enhance the efficiency and security of our information technology infrastructure, ensuring cyber resilience and an agile response to evolving cyber threats, alongside the continuous strengthening of our security systems.

The Company fosters a corporate culture of responsible data usage by enforcing comprehensive Data Ethics Policies and Guidelines, prioritizing human rights and data privacy. Furthermore, we proactively promote data protection awareness and provide regular updates on information technology and emerging cyber threats via internal communications. This ensures that employees at all levels are engaged and serve as a frontline defense in maintaining sustainable organizational information security.

Cybersecurity and Customer Data Protection

The Company recognizes the critical importance of cybersecurity and data network stability. Given the evolving and complex nature of data theft and cybercrimes, which pose risks to economic, social, and environmental dimensions as well as the trust of our partners and customers, we classify cyber risk as a key enterprise risk under Board-level oversight. We are committed to strict compliance with domestic and international cybersecurity and data privacy laws to prevent cyber threats and mitigate the impact of potential public data leaks. Consequently, the Company adheres to international standards and has enacted a [Cybersecurity Policy](#) to provide a comprehensive framework for information technology security as follows:

1. Information Security Policy Development

The Company has established an Information Security Policy applicable to all employees and personnel acting on our behalf. This policy serves as a framework for information security practices in alignment with relevant legal and regulatory requirements. Key components of the policy include:

- Corporate information security structure and the designation of a Data Protection Officer (DPO)
- Personnel security and information asset management
- Access control for systems and data
- Data encryption and physical environment management
- Information security incident management
- Business Continuity Management (BCM)

This policy undergoes regular reviews, with compliance audits conducted by both internal and external auditors.

2. Business Continuity and IT Disaster Recovery Planning to ensure data availability and operational resilience following any potential disruptions to critical business processes.

3. Annual "Cybersecurity & Basic IT Troubleshooting" Training provided to all employees to enhance knowledge and awareness regarding the importance of cybersecurity, current cyber threats, and fundamental prevention and resolution methods.

In 2025, this training was conducted in an online format with a total of 192 participants.

4. Data Privacy Protection for all stakeholder groups, including customers, employees, vendors, business partners, and shareholders, remains a top priority for Plan B. The Company has implemented a Privacy Policy to communicate our personal data protection standards in accordance with the Personal Data Protection Act B.E. 2562 (PDPA). Furthermore, training sessions on these regulatory requirements are provided to employees to increase awareness. The Company also organized specific training for the Board of Directors to ensure they are well-prepared and knowledgeable regarding legal enforcement.

In this regard, Plan B processes customer data strictly for the purposes specified in the Privacy Policy and/or for which consent has been obtained as required by law.

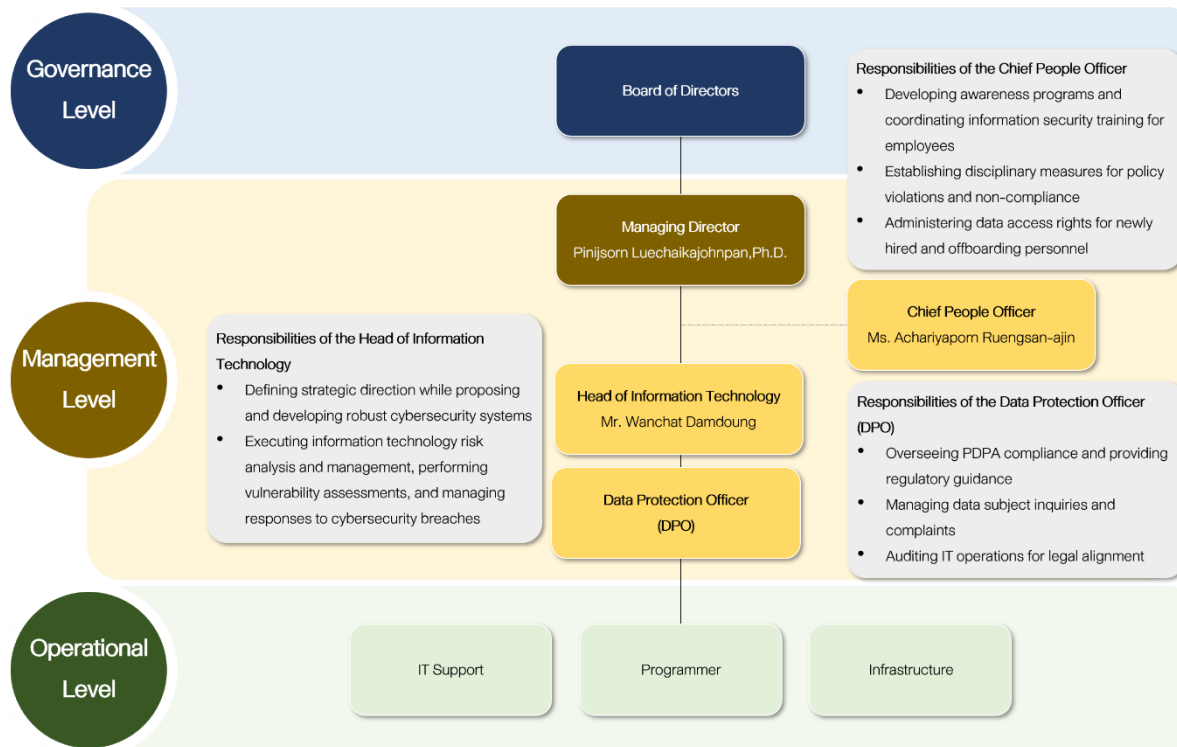
Information Security Management

The Company has established an Information Security Policy to serve as a strategic framework for safeguarding data security and privacy, ensuring full compliance with relevant regulatory requirements and contractual obligations. All personnel engaging with the Company's information systems are required to adhere to this policy; any security incidents resulting from negligence or non-compliance are subject to disciplinary action. Furthermore, the Company maintains a systematic information security risk management system aligned with international standards, comprising the following pillars:

1. **Analysis** Employing systematic risk analysis and assessment methodologies to identify potential threats and vulnerabilities that could impact the organization.
2. **Assessment** Integrating risk assessments into project management processes and business development lifecycles to ensure that security is embedded by design from the initial stages.
3. **Control** Implementing risk management strategies—including risk avoidance, transfer, mitigation, or acceptance within the Company's defined risk appetite. To mitigate risk, specific controls are selected and executed to reduce residual risk to acceptable levels.
4. **Monitoring** Documenting the results of information security risk assessments and mitigation plans. This involves continuous, periodic evaluations to enhance operational efficiency and maintain readiness against emerging cyber threats.

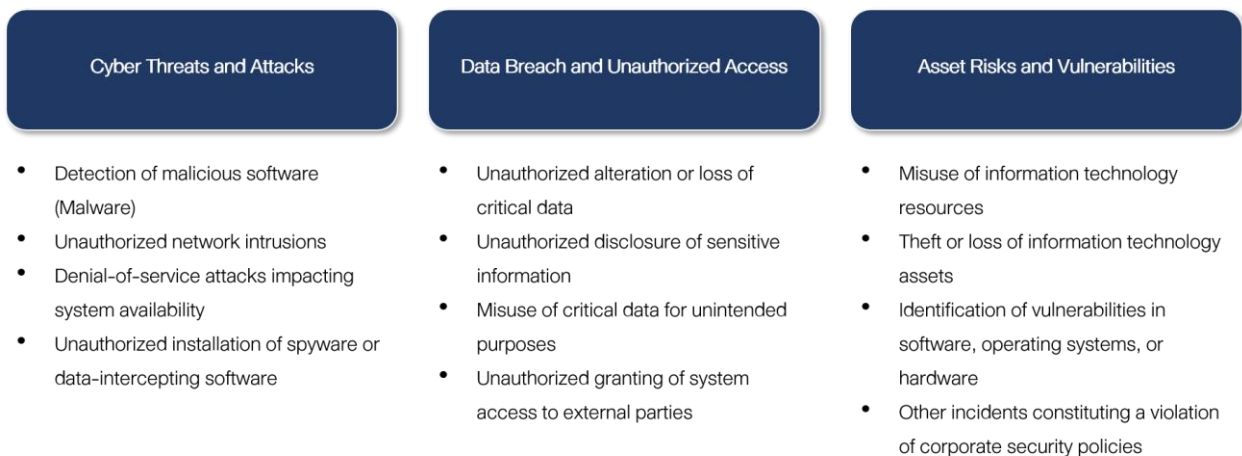
Additionally, Plan B has enacted a comprehensive Information Security and Cybersecurity Policy applicable to all employees and authorized third parties. This policy provides a robust framework for information security practices in accordance with international standards and legal mandates. It covers critical dimensions including: Corporate information security governance and structure, Personnel security and information asset management, Access control and physical environmental encryption, Operational and communication security, Third-party provider relationship management, Information security incident management, Business Continuity Management (BCM) for information security and Regulatory compliance and auditing. This policy is subject to ongoing review and compliance monitoring to ensure the highest level of confidence among all stakeholders.

Cybersecurity Governance Structure and Data Protection for Partners and Customers



Information Security Incident Procedures

The Company enforces strict policies and procedures upon the detection or notification of incidents impacting information security. Security incidents are categorized into three primary classifications as follows:



Emergency Response and Incident Handling Process

In the event of an incident meeting the aforementioned criteria, the Company follows a standardized operational procedure to promptly suppress and mitigate damages as follows:

1. **Assessment and Containment** The Information Technology unit immediately performs system isolation of affected areas from the core network to prevent the spread of damage across the organization.
2. **Remediation and Recovery** Actions are taken to eliminate threats, patch vulnerabilities, and restore data from backup systems to ensure business continuity within defined recovery time and point objectives (RTO/RPO).
3. **Reporting and Notification** Should an incident impact personal data, the Company will notify the data subjects and the Personal Data Protection Committee (PDPC) within 72 hours in strict accordance with legal requirements.
4. **Investigation and Prevention** A root cause analysis is conducted alongside an assessment of legal or disciplinary impacts. Lessons learned are utilized to enhance security frameworks and prevent the recurrence of similar incidents in the future.

Information Security Performance

As a result of our ongoing commitment to system enhancement and information security management aimed at strengthening cyber resilience, the Company successfully achieved its data protection objectives. We maintained a 100% success rate in preventing data breaches, fully meeting our established targets.

Throughout the reporting period, there were no reported incidents of data leakage, cyber theft, or the loss of critical information concerning either corporate data or the personal data of stakeholders. These empirical results reflect the effectiveness of our proactive controls, the robustness of our technological infrastructure, and the successful integration of a comprehensive cybersecurity culture across the entire organization.

Performance Results	2023	2024	2025
Number of complaints from external parties and substantiated by the Company	0	0	0
Number of complaints from regulatory bodies	0	0	0
Number of identified leaks, thefts, or losses of customer data	0	0	0

SOCIAL DIMENSION



HUMAN RIGHTS

GRI 2-23, 2-24, 2-25, 2-26, 2-30, 3-3, 406-1

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> Zero reported human rights violations 	<ul style="list-style-type: none"> 100% communication of Human Rights Policy to employees and business partners 	<ul style="list-style-type: none"> Zero complaints regarding labor rights violations and discrimination
<ul style="list-style-type: none"> 100% completion of comprehensive Human Rights Due Diligence (HRDD) across all core business activities 	<ul style="list-style-type: none"> Zero complaints regarding labor rights violations and discrimination 	

Human rights are fundamental rights to which everyone is entitled with equality and fairness. Plan B places the highest priority on respecting the human rights of all stakeholders across the value chain. We have implemented a [Human Rights Policy](#) as an operational benchmark, aligning with legal requirements and international standards to prevent and avoid all forms of human rights violations. The Company adheres to the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. Our commitment extends to vulnerable groups, including temporary staff, migrant workers, contractor employees, and local communities. Furthermore, the Company maintains a strict [policy of non-discrimination and anti-harassment](#) in all forms, while explicitly declaring our zero-tolerance stance against child labor, forced labor, and human trafficking across all business activities and supply chain partners. To ensure compliance, the Company requires significant business partners to sign and adhere to the Supplier Code of Conduct, which strictly encompasses human rights provisions.

Salient Human Rights Issues

To prevent violations and mitigate human rights impacts across all business activities, products, and services throughout the value chain, the Company adheres to the following human rights guiding practices:

Respect for Human Rights	Labor Practices
Civil and Political Rights	Human trafficking and forced labor
Economic, Social, and Cultural Rights	Rights of children, women, the elderly, persons with disabilities, and migrant workers
Gender equality	Non-discrimination and equal opportunity
Community rights and the right to information access and safe communication	Prevention of all forms of harassment and sexual harassment

Respect for Human Rights	Labor Practices
Human rights in supply chain management	Freedom of association and peaceful collective bargaining, including employee participation in welfare committees
Rights to land and natural resources	Rights to work in a safe, healthy, and hygienic environment
Personal data privacy rights	Whistleblowing

In 2025, the Company conducted online training sessions to educate employees on fundamental human rights, as well as the risks and impacts associated with business operations. Key topics included the prevention of discrimination based on origin, race, religion, gender, age, skin color, disability, socioeconomic status, lineage, or educational background. Furthermore, employees were trained on related corporate policies, such as the protection of intellectual property and copyrights, as well as guidelines for the proper use of information and communication technology to safeguard Company confidentiality.

In the event of a human rights violation or discovery of misconduct, stakeholders may report incidents through the following designated channels:

- **By Mail:** Address to **the Audit Committee** at 1700 Plan B Tower, New Petchaburi Road, Makkasan, Ratchathewi, Bangkok
- **By E-mail:** **Audit Committee** at auditcommittee@planbmedia.co.th
- **By E-mail:** **Company Secretary** at companysecretary@planbmedia.co.th
- **By Telephone:** +66 (0) 2530-8053-6 ext. 131 or 134

In 2025, the Company received no complaints regarding human rights violations, and there were no reported incidents of discrimination or harassment.

Business Ethics and Human Rights Promotion through Training and Assessment

Commitment and Strategic Goals

Plan B places the highest priority on establishing a strong foundation in ethics and fundamental human rights to bolster good corporate governance. Consequently, the Company mandates that all new hires and existing employees complete training and pass an assessment on the Code of Conduct. This program specifically emphasizes human rights sub-topics to ensure that personnel possess the awareness necessary to integrate these principles into their work uniformly across the organization.

Operational Process and Evaluation Criteria

The Company has established rigorous learning and testing formats to ensure maximum effectiveness:

- **Access to Knowledge** Employees are required to attend lectures and study Code of Conduct policy documents covering human rights dimensions, anti-corruption, and data confidentiality.

- **Testing Standards** Participants must complete a 20-question assessment and achieve a perfect score of 20/20 to pass. Should an employee fail to meet this threshold, they must restudy the materials and retake the test until they demonstrate full understanding according to corporate standards.
- **Inclusivity** Training and testing are conducted for new employees on their first day of work, with annual refresher assessments administered to all current staff.

Core Assessment Content (Human Rights & Ethics Focus)

The assessment is designed to measure understanding of key sustainability issues, including:

- **Human Rights Dimensions** Understanding non-violation and non-discrimination regarding race, religion, gender, age, skin color, disability, and educational background.
- **Corporate Governance** Guidelines for transparent gift-giving and receiving to prevent corruption or bribery.
- **Ethical Dimensions** Respect for intellectual property, software copyrights, and the proper use of information technology to maintain organizational confidentiality.
- **Whistleblowing Channels** Awareness of rights and designated channels for reporting misconduct to the Audit Committee and Company Secretary.

Summary of Achievements and Positive Impacts

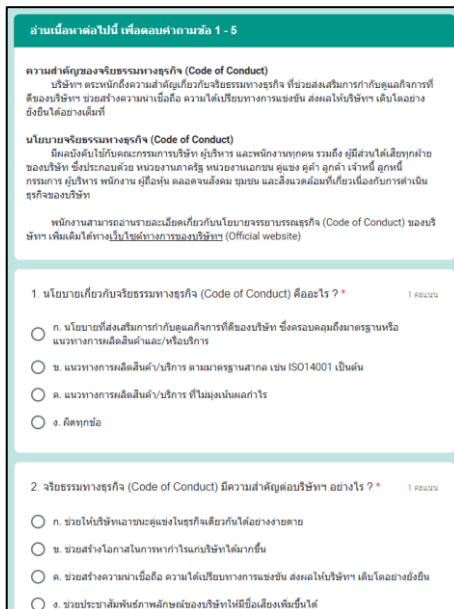
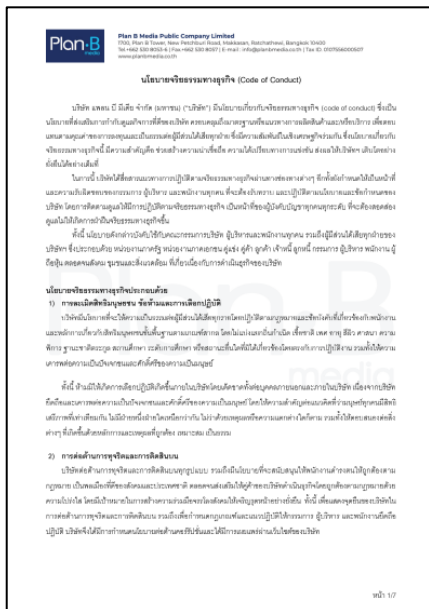
Through these intensive efforts, the Company has achieved its goal of fostering a tangibly transparent corporate culture

- **Learning Access Rate** 100% of the target employee group reviewed the materials and attended the Business Ethics lectures.
- **Assessment Success** A total of 611 employees (including existing staff and new hires in 2025) successfully passed the assessment with a perfect score of 20/20.
- **Key Benefits** The organization has established an effective risk prevention mechanism against ethical and human rights violations, building trust among stakeholders across the entire value chain.

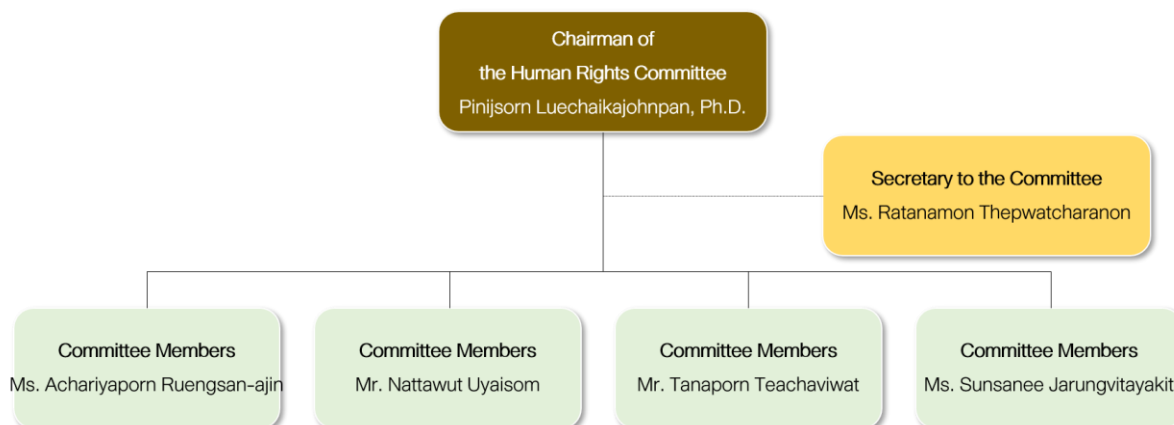
Document Examples

Business Ethics Policy

Business Code of Conduct Assessment



Human Rights Committee Structure



The Human Rights Committee oversees compliance with human rights principles to ensure that all directors, executives, and employees uphold the Human Rights Policy, while respecting individual identity and human dignity. The guidelines and operational practices are as follows:

1. **Equal Treatment and Non-Discrimination** Respecting and complying with laws and human rights principles by treating others equally. We emphasize mutual respect without discrimination based on differences in race, origin, religion, belief, gender, skin color, language, ethnicity, social status, or any other status for all stakeholders across all operating areas.
2. **Prevention and Avoidance of Human Rights Violations** Treating all stakeholder sectors with care and avoiding any actions that directly or indirectly constitute human rights violations.
3. **Systematic Risk and Impact Assessment** Collaboratively monitoring, identifying, and assessing human rights risks and impacts across all business activities on a regular basis, at least once a year. Human rights risk assessment is integrated into the Environmental, Social, and Governance (ESG) risk assessment framework, following the same standardized procedures as other risk categories.
4. **Human Rights Promotion Throughout the Supply Chain** Supporting and promoting human rights among all stakeholder groups in all forms. We encourage active participation in respecting human rights and ensure that business partners strictly adhere to the Supplier Code of Conduct.
5. **Awareness Communication and Privacy Protection** Communicating and educating all stakeholders on human rights through internal channels. We support partners and associates in conducting business with respect for others. This includes strict compliance with the Personal Data Protection Act B.E. 2562 (2019) and the Cybersecurity Act B.E. 2562 (2019) to safeguard the privacy rights of employees and customers.
6. **Whistleblowing Channels and Freedom of Expression** Monitoring human rights respect and taking action when violations related to the Company are identified. Witnesses or victims must report incidents to supervisors or via designated whistleblowing channels in accordance with the Code of Conduct. We uphold freedom of thought and expression, allowing employees to participate in civic activities under constitutional rights.

- 7. Remediation Mechanisms and Disciplinary Actions** The Company is committed to providing serious remediation for victims of human rights violations through appropriate and effective processes based on justice and equality. All complaints are handled with strict confidentiality to protect the informant. If a violation is substantiated, the Company will implement remedial measures, including disciplinary actions such as suspension or termination, as well as legal proceedings. We also establish monitoring and management protocols to prevent recurrence and ensure prompt accountability in unforeseen circumstances.

Compliance with the Universal Declaration of Human Rights (UDHR)

The Universal Declaration of Human Rights (UDHR), adopted by the United Nations General Assembly in 1948, establishes fundamental rights for all individuals through 30 articles categorized into 10 key themes. While several themes fall under governance responsibilities for protecting human life, such as the right to asylum, marriage, and basic education, the Company focuses on fundamental human rights issues that directly impact Plan B's key stakeholders as follows:

- **Right to Equal Treatment** Everyone must be treated equally regardless of skin color, caste, religion, or gender. Plan B recognizes the importance of providing equal opportunities for all groups without bias, reaffirming our respect for all forms of social equality.
- **Right to Work** This right encompasses diversity in employment, ensuring everyone has the right to work in a favorable environment. The Company provides career opportunities for the elderly and local community members through new recruitment for individuals aged 60 and over, as well as contract extensions for those reaching retirement age at Plan B. This includes the right to fair wages and appropriate working hours in accordance with legal requirements and international standards.
- **Right to Freedom from Torture** No individual shall be subjected to torture or cruel, inhuman, or degrading treatment or punishment. Plan B's Business Code of Conduct emphasizes treating employees with politeness, respect, and dignity, while being open to appropriate feedback and suggestions.
- **Right to Privacy** This right protects individuals from unauthorized interference or surveillance by governments or organizations. The Company prioritizes customer data confidentiality by complying with the Personal Data Protection Act B.E. 2562 (PDPA) and the Cybersecurity Act, while conducting annual IT policy reviews to ensure the implementation of best-in-class data protection tools.
- **Right to Freedom of Thought, Opinion, and Expression** Every individual has the right to their own thoughts, to practice their chosen religion, and to change their beliefs. Plan B adheres to non-discriminatory employment laws and supports employees' constitutional civic rights, allowing them to participate in political activities outside of working hours and without Company affiliation.

Further information regarding the Universal Declaration of Human Rights is available at <https://www.un.org/en/about-us/universal-declaration-of-human-rights>

Human Rights Due Diligence (HRDD) Process

The Company conducts a systematic HRDD process in accordance with international standards to identify, prevent, and mitigate potential impacts. The key steps are as follows:

- **Policy Commitment and Announcement** Encompassing employees, business partners, and all stakeholder groups.
- **HRDD Framework Implementation** Establishing a comprehensive due diligence process, including human rights risk assessments that cover 100% of core business activities and identify risks within vulnerable groups.
- **Human Rights Risk Assessment** Conducting evaluations of both actual and potential risks across all business activities and vulnerable stakeholder groups at least once a year.
- **Integration and Action** Incorporating assessment results into management measures and impact mitigation within procurement and human resources processes. This includes implementing both short-term and long-term remediation for affected parties.
- **Monitoring and Reporting** Verifying the effectiveness of mitigation measures and reporting findings to the Corporate Governance Committee.
- **Stakeholder Awareness and Remediation Mechanisms** Promoting awareness and maintaining appropriate remediation processes. In cases where business operations have contributed to human rights impacts, the Company ensures fair restitution or compensation through both monetary and non-monetary measures, such as workplace environment improvements.

Corporate Culture and Communication

The Company has integrated human rights principles into its new employee orientation programs. In 2025, 100% of employees participated in online training sessions designed to raise awareness regarding the risks of discrimination and workplace harassment.

2025 Performance Summary

The Company successfully achieved its operational targets, with key performance highlights as follows:

- Zero human rights violation complaints were reported through the Company's various whistleblowing channels.
- Zero incidents of discrimination or harassment occurred within the organization.
- 100% of new suppliers were assessed on labor and human rights criteria to screen for risks at the source.
- 100% of significant business partners were informed of the Human Rights Policy and the Supplier Code of Conduct.

All employees have access to secure reporting channels under the Whistleblower Policy, which guarantees the highest level of confidentiality and protection.

HUMAN RIGHTS RISK AND IMPACT ASSESSMENT

The Company conducts human rights risk assessments to identify, prevent, and mitigate actual or potential impacts arising from business activities across the entire value chain. Our methodology aligns with international risk assessment standards, mapping the Likelihood of occurrence against the Impact level. The assessment encompasses the following dimensions:

Process and Scope of Risk Assessment

The Company mandates a review and assessment of human rights risks at least once a year to ensure that preventive measures remain responsive to current circumstances. The evaluation criteria are defined as follows:

- **Likelihood** Evaluated based on historical data, the business environment, and existing internal control systems.
- **Impact** Evaluated based on the Severity of the impact on individuals, the Scale of those affected, and the Remediability of the consequences.

Salient Human Rights Issues and Management

Based on the comprehensive risk assessment, the Company has prioritized and established management guidelines for Salient Human Rights Issues covering all stakeholder groups as follows:

- **Employee Rights and Labor Practices** Focusing on the occupational health and safety of all personnel, particularly field staff operating in high-risk areas. We promote freedom of association and collective bargaining, with a specific emphasis on ensuring that vulnerable groups receive equal rights, welfare, and treatment in full compliance with the law and without discrimination.
- **Rights of Partners and Contractors in the Supply Chain** Conducting strict labor rights audits of partners and contractors to prevent forced and child labor. We oversee partner compliance with the Code of Conduct and professional data confidentiality to mitigate human rights risks arising from third-party operations.
- **Rights of Customers, Communities, and the Environment** Prioritizing the structural safety of advertising media that may impact the health and well-being of surrounding communities. This is executed alongside maintaining the highest standards of data security and customer privacy in accordance with legal mandates. Additionally, we manage business-related waste to protect the community's right to a healthy environment.

Furthermore, the Company utilizes the results of these assessments to formulate management and mitigation measures. Continuous monitoring mechanisms are established through reporting to the Executive Committee to maintain risks at an acceptable level, consistent with our commitment to socially responsible business practices.

HUMAN RIGHTS RISK MANAGEMENT IN THE ORGANIZATION AND VALUE CHAIN

The Company recognizes the importance of respecting and promoting human rights throughout every stage of our business operations, both internally and across the value chain. This focus is particularly sharpened on high-risk groups, including field staff, subcontractors, labor providers, and surrounding communities. To ensure that human rights risk management is effective and aligned with international best practices, the Company operates in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs), GRI Standards, and Thailand's National Action Plan on Business and Human Rights (NAP). Consequently, the Company has identified salient human rights issues and established a systematic management framework classified by stakeholder groups as follows:

Internal Risks (Own Operations) focus on safeguarding the rights and safety of employees across various dimensions, comprising:

Salient Human Rights Issues	Relevant Stakeholders	Key Human Rights Risk Mitigation Guidelines
<ul style="list-style-type: none"> Occupational Health and Safety for Field Operations Risks from working in hazardous areas such as roadsides, sidewalks, or high-rise structures, which may impact employee safety. 	Employees	<ul style="list-style-type: none"> Provide standard Personal Protective Equipment (PPE) and high-visibility reflective vests. Establish clear safety protocols for field operations and advertising media installation points. Provide annual health check-ups to monitor employee well-being.
<ul style="list-style-type: none"> Fair Employment and Access to Benefits Risks of incomplete benefit distribution or limited access to comprehensive fundamental welfare. 	Employees	<ul style="list-style-type: none"> Strictly guarantee leave rights in accordance with labor laws. Conduct engagement surveys to develop welfare programs that meet employee needs. Allow employees to voluntarily choose their Provident Fund contribution rates. Conduct Upward & Peer Feedback surveys to foster a culture of transparent listening.
<ul style="list-style-type: none"> Discrimination and Diversity in the Organization Exclusion or unequal treatment based on gender, age, religion, or individual diversity. 	Employees	<ul style="list-style-type: none"> Implement and adhere to the Diversity & Inclusion Policy. Use 360-degree assessment and feedback systems to reduce bias.

Value Chain Risks (Value Operations) focus on governing the rights and safety of stakeholders throughout the supply chain and local communities, comprising:

Salient Human Rights Issues	Relevant Stakeholders	Key Human Rights Risk Mitigation Guidelines
<ul style="list-style-type: none"> Community Safety from Advertising Structures Risks to the well-being of community members who may be impacted by the structural instability of advertising media. 	Communities	<ul style="list-style-type: none"> Conduct regular inspections of structural integrity and maintain advertising media consistently. Establish and strictly follow Health, Safety, and Environment (HSE) guidelines.
<ul style="list-style-type: none"> Labor Rights Violations in the Value Chain Risks from excessive working hours, basic labor rights violations, or overdue wage payments within the supplier and contractor groups. 	Partners / Contractors	<ul style="list-style-type: none"> Require partners to sign and adhere to the Supplier Code of Conduct. Evaluate partners across Social (ESG) dimensions, focusing on the prevention of child labor, illegal labor, and ensuring labor welfare.
<ul style="list-style-type: none"> Personal Data Breach Risks from the leakage or unauthorized use of personal data, impacting privacy rights. 	Employees / Partners / Stakeholders	<ul style="list-style-type: none"> Develop and announce a Personal Data Protection Policy that covers all stakeholder groups. Supervise and control data usage processes to strictly comply with the Personal Data Protection Act (PDPA).

Guidelines for Promoting the Company’s Human Rights Management System

The Company focuses on fostering a corporate culture that respects human rights through concrete actions, transitioning from a reactive approach to proactive management across the entire value chain. The key guidelines are as follows:

- Capacity Building** Providing human rights training for employees, relevant departments, and the executives of business partners. This ensures that all individuals involved in business operations understand human rights principles and can accurately identify operational risks.
- Effective Grievance Mechanism** Developing a neutral and secure reporting system for human rights issues that allows for anonymous reporting. This includes defined protection processes for whistleblowers and those cooperating in investigations to build confidence in the system's transparency and fairness.

- **Human Rights Due Diligence (HRDD)** Conducting regular HRDD with an emphasis on high-risk groups. This includes monitoring the results of impact mitigation for risks identified in the management plan to ensure a process of continuous improvement.
- **Governance & Reporting** Regularly reporting human rights risk assessment results to the Executive Committee to enable policy-level management. This ensures timely resource allocation for addressing human rights issues and integrates assessment results into the annual performance targets of relevant departments.

All of these guidelines reflect the Company's commitment to conducting business with respect for human rights across all sectors, aligning with the expectations of society, investors, and business partners while building a strong foundation for sustainable growth. In 2025, the Company received zero complaints regarding human rights violations, and 100% of major business partners were fully informed of the Company's policies and operational guidelines.



OCCUPATIONAL HEALTH AND SAFETY

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> 100% of operational employees and partners (contractors) must pass occupational health and safety training according to international standards before commencing work. 	<ul style="list-style-type: none"> Organize and refresh occupational health and safety knowledge for 100% of employees and contractors in operational areas. 	<ul style="list-style-type: none"> Operational employees and contractors were provided with safety measures and passed occupational health and safety training, achieving 100% coverage. Zero major occupational accidents, resulting in a Lost Time Injury Frequency Rate (LTIFR) of 0 cases and no fatalities from operations.
<ul style="list-style-type: none"> Sustainably maintain a Zero Accident record, with the Lost Time Injury Frequency Rate (LTIFR) and Fatality Rate at zero. 	<ul style="list-style-type: none"> Maintain zero major accidents and zero lost-time injuries for both employees and partners. 	
<ul style="list-style-type: none"> Upgrade the occupational health and safety management system to international standards (e.g., ISO 45001) alongside comprehensive employee well-being promotion. 	<ul style="list-style-type: none"> Conduct safety risk assessments in operational areas at least once a year and organize employee health promotion activities. 	
<ul style="list-style-type: none"> Cultivate a sustainable safety culture within the organization. 	<ul style="list-style-type: none"> Zero accidents or lost-time injury rates. 	

Note: These corporate governance and sustainability targets have been integrated into Key Performance Indicators (KPIs) for executive remuneration to reflect the commitment and accountability of top leadership

Plan B recognizes that responsibility for safety, occupational health, and a healthy working environment is a key component of long-term organizational sustainability and success. The Company is committed to becoming an accident-free organization, placing the highest priority on the welfare of employees, partners, and all stakeholder groups through the integration of a safety culture into every aspect of business operations. The Company continuously develops standards for safety, health, and personnel welfare across all dimensions—including prevention, auditing, and remediation. Furthermore, an [Occupational Health & Safety Policy](#) has been established, covering employees, contractors, partners, and stakeholders involved in all Company activities.

Risk Assessment and Management System

Plan B has elevated its occupational health and safety management system to align with international standards, such as the ISO 45001 framework, as well as relevant laws and regulations. The Company regularly assesses and prioritizes risks associated with the advertising media business through a systematic process consisting of:

1. Analysis and risk assessment of work activities
2. Application of the Hierarchy of Controls and establishing action plans to eliminate hazards at the source and reduce risks
3. Implementation of proactive measures and progress evaluation to prevent illnesses or health impacts
4. Effective safety communication throughout the organization

Employee Participation and Rights

The Company encourages employees to participate in fostering a safety culture through monthly safety meetings and reporting accidents or concerns via designated channels. Reports are protected under the Non-Retaliation Policy to ensure a truly transparent and safe working environment.

Furthermore, the Company grants employees the right to refuse hazardous work. In situations where a risk of injury or illness is identified, both employees and contractors have the right to immediately halt operations to prevent harm. This is implemented alongside a Business Continuity Plan (BCP) to manage crises systematically. These approaches reflect Plan B's commitment to driving the organization toward sustainability by placing the life and safety of every individual at its absolute core.

Operational Control Measures Toward the Zero Accident Goal

The Company has established guidelines to prevent and mitigate health and safety risks in operations, supporting the objective of becoming a Zero Accident Organization. This is achieved through comprehensive preventive measures covering planning, execution, and continuous monitoring as follows:

1. Operational Risk Control

The Company maintains the highest safety standards in the working environment based on the Hierarchy of Controls. This includes installing clear hazard guards, demarcating danger zones, performing preventive maintenance on machinery and equipment to ensure they are ready for use, and conducting regular site inspections.

Risks and Impacts Workplace accidents such as slips, falls, entanglement or impact from machinery, or exposure to hazardous materials. Without adequate control measures, these incidents may lead to severe injuries or operational disruptions for both employees and contractors, directly impacting business continuity.

2. Personal Protective Equipment (PPE) Usage and Maintenance

Every employee and contractor must strictly wear Personal Protective Equipment appropriate to the risks of each task, such as reflective vests, safety helmets, gloves, safety goggles, safety harnesses, and face masks. The Company also provides continuous training on the correct usage, maintenance, and inspection of such equipment.

Risks and Impacts Failure to use PPE correctly may increase the likelihood of severe accidents, such as eye injuries, respiratory issues, or falls from heights, which could affect the long-term health and well-being of both employees and business partners.

3. Training & Emergency Drills

The Company organizes annual occupational health and safety training to instill safety awareness and reduce operational risks. Furthermore, emergency drills—such as fire suppression, fire evacuation, and chemical spill response plans—are conducted to ensure readiness at all levels for unforeseen incidents.

Risks and Impacts A lack of regular preparation and drills may result in employees and partners being unable to respond to emergencies promptly and effectively. This could lead to injuries, loss of property, environmental damage, and a negative impact on the trust of the surrounding community.

Driving Safety Culture through Activities and Training Courses

In order to effectively implement risk control measures, the Company translates policy into action through campaigns and training programs covering all risk dimensions of the advertising media business. Personnel capacity development is categorized as follows:

Promoting a Healthy Environment and Hygiene

- "5S" Activities

The Company continuously drives "5S" activities to organize and maintain a hygienic work environment, reduce latent accident risks, and ensure suitability for each department's operational context. Additionally, public relations campaigns are organized to foster participation from all employees.



Emergency Preparedness and Life-Saving

- **Basic Firefighting Course and Annual Fire Evacuation Drills**

The Company organizes annual basic firefighting training and fire evacuation drills to enhance safety knowledge and ensure emergency preparedness for all employees. In 2025, a total of 508 participants joined the evacuation drills.



- **First Aid & CPR Training**

The Company provides basic first aid and Cardio-Pulmonary Resuscitation (CPR) training to employees to enhance their skills in assisting emergency victims correctly and effectively. This training aims to reduce the severity of injuries and increase survival chances before medical professionals arrive. In 2025, a total of 23 participants attended the training.



- **Automated External Defibrillator (AED) Training**

The Company organizes training on the use of Automated External Defibrillators (AEDs) to enable employees to assist victims of cardiac emergencies correctly and promptly. This increases the chance of survival and fosters a culture of safety and mutual assistance within the organization.



Safety Courses for High-Risk Operations

- **Safety Training for Working at Heights (High Work)**

The Company provides safety training for working at heights to ensure employees understand the risks and preventive measures associated with such tasks, including the correct use of personal protective equipment (PPE). This is aimed at preventing accidents and creating a safer working environment. In 2025, a total of 29 participants attended the training.



- **Safety Training for Working with Heat and Sparks (Hot Work)**

The Company organizes safety training for work involving heat and sparks (Hot Work) to help employees understand potential risks and perform their duties safely according to appropriate fire control and prevention measures. This reduces risks to life, property, and the environment in the workplace. In 2025, a total of 29 participants attended the training.



- **Safety Training for Electrical Equipment Installation**

The Company provides safety training for the installation of electrical equipment to equip employees with the knowledge and understanding of correct installation principles based on standards. This reduces the risk of potential accidents and promotes safety at every stage of the installation process.



- **Basic Electrical Knowledge and Safety Training**

The Company continuously provides safety training and basic electrical knowledge to employees to raise awareness of preventing electrical accidents, enhance safe working skills, and promote safe work behaviors, contributing to a safe and sustainable working environment for everyone in the organization.



Developing Safety Leadership

- **Occupational Safety Officer Training (Supervisory Level)**

The Company organizes Occupational Safety Officer training at the Supervisory Level as required by law to enhance the safety knowledge of supervisors. This ensures they can effectively oversee, inspect, and promote safe working behaviors within their departments. In 2025, a total of 67 participants attended the training.



Monitoring and Evaluating Achievement

To ensure that the safety management system operates with maximum efficiency, the Company monitors performance through clear quantitative indicators, such as accident rates and health-related absenteeism rates, as well as audit reports from both internal and external agencies. This statistical data is analyzed to plan improvements, address gaps, and continuously develop the organization's occupational health system, driving progress toward the goal of becoming a sustainably accident-free organization.

Measures for the Prevention and Mitigation of Health, Hygiene, and Safety Risks

Based on the risk assessment process tailored to our business nature, the Company continuously analyzes risks at every stage of operation. This process identifies factors that may impact the health and safety of employees and stakeholders across all dimensions, particularly for tasks involving the installation, care, or maintenance of advertising media in public areas. These tasks involve specialized risks, including the physical environment, work at heights, and exposure to electrical equipment or large structures. Following these assessments, the Company has established stringent prevention and control measures, categorized by worker groups as follows:

Measures for Employees

1. Pre-task Hazard Assessment

- Field staff must complete a Safety Checklist before commencing work every time. This includes inspecting the stability of advertising structures, electrical connection points, and assessing weather conditions to analyze site readiness.
- In cases where high risks are detected, employees have the legitimate right to exercise Stop Work Authority to halt operations immediately without being considered at fault or facing disciplinary action.

2. Task-specific Personal Protective Equipment

- PPE standards are defined in accordance with task-specific risks. For instance, when working on expressway billboard structures, employees must wear safety helmets, full-body harnesses, anti-slip gloves, and anti-static safety shoes.
- All employees must undergo practical training on the correct and safe use of PPE at least once a year.

3. Environmental Control and Hazard Warning

- The Company requires the installation of hazard warning signs, the setup of barricades, and the use of clear flashing lights for night-time operations or work in public areas such as sidewalks and roadsides, ensuring the safety of both workers and the general public.

4. Health Monitoring and Fitness for Duty

- Field staff must undergo rigorous annual health check-ups, focusing on vision tests, blood pressure monitoring, and physical readiness for work at heights.
- If an employee is found to have health or physical limitations, the Company will modify their responsibilities appropriately while fully maintaining their rights and benefits in accordance with human rights principles.

5. Employee Well-being and Mental Health

- Beyond physical safety, the Company provides a hygienic office environment and offers welfare programs that promote physical exercise, including an on-site fitness room within the office building for employee use.

Measures for Contractors and Business Partners

1. Integration of Safety Standards into Procurement and Contracting

- Every project involving contractors must include a clear Safety Specification annex in the contract. This covers standards for materials used, labor-to-space ratios, and mandatory PPE requirements.

2. Training and Pre-operational Briefings

- All contractors and partner personnel must undergo a Safety Induction before entering operational sites, particularly in high-risk areas such as expressways, mass transit stations, or large-scale structures.
- A Safety Briefing is required before the start of every work shift to explain specific hazards to be avoided and the emergency notification procedures to ensure all workers are fully informed.

3. Site Inspection and Joint Control with Company Supervisors

- The Company's operational teams conduct close on-site safety inspections with contractors. This includes checking the condition of electrical wiring, structural stability, and the proper use of PPE by laborers.
- In cases of negligence or violation of safety measures, the Company reserves the authority to issue an immediate Stop Work Order. Such incidents are recorded in the partner performance evaluation system for consideration in future contracting.

4. Safety Assessment and Site Audits for Critical Suppliers

- Partners categorized as Critical Suppliers involved in field operations must undergo an On-site Safety Audit at least once a year.
- If cumulative risks or recurring incidents are identified, the Company will collaborate with the partner to develop a Corrective Action Plan (CAP).

5. Incident Investigation and Recurrence Prevention

- In the event of cumulative risks, accidents, or "near-miss" incidents, the Company collaborates with the partner to conduct a root-cause investigation. This is done to establish a Corrective Action Plan and translate lessons learned into preventive measures to prevent recurrence, sustainably elevating mutual safety standards.

Occupational Health and Safety Performance Indicators

Indicators (Unit: Person)	2023	2024	2025	2026 Target
Number of High-Severity Work-Related Injuries Resulting in Lost Time (LTIFR)				
- Company Employees	0	0	0	0
- Contractors / Business Partners	0	0	0	0
Number of Work-Related Injuries Requiring Medical Treatment				
- Company Employees	0	0	0	0
- Contractors / Business Partners	0	0	0	0
Number of Fatalities Resulting from Work-Related Injuries				
- Company Employees	0	0	0	0
- Contractors / Business Partners	0	0	0	0

The Company's occupational health and safety performance from 2023 to 2025 reflects Plan B's ongoing commitment to creating a safe working environment for employees, contractors, and relevant business partners across all operational areas. Over the past three years, the Company has reported zero high-severity work-related injuries resulting in lost time (LTIFR) and zero recordable injuries requiring medical treatment. Most significantly, it has maintained a perfect 100% record of zero fatalities from operations.

This empirical success is a direct result of stringent preventive measures, systematic risk assessments, and the promotion of a Proactive Safety Culture at all levels of the organization. Looking ahead, the Company has established a clear objective to maintain this Zero Accident record through 2026, underscoring its dedication to evolving into a sustainably Zero Accident Organization.

HUMAN RESOURCE DEVELOPMENT AND WELL-BEING

GRI 3-3, 401-1, 401-2, 401-3, 404-1, 404-2, 404-3

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> Maintain an employee engagement rate of at least 90%. 	<ul style="list-style-type: none"> Maintain an employee engagement rate of at least 90%. 	<ul style="list-style-type: none"> Employee engagement rate at 89%.
<ul style="list-style-type: none"> Employee engagement survey response rate of 100%. 	<ul style="list-style-type: none"> Employee engagement survey response rate of at least 95%. 	<ul style="list-style-type: none"> Employee engagement survey response rate at 96%.
<ul style="list-style-type: none"> Promote and increase employee participation in training and skill development. 	<ul style="list-style-type: none"> Promote and increase employee participation in training and skill development. 	<ul style="list-style-type: none"> Every employee received performance appraisal and human resource potential development.
<ul style="list-style-type: none"> Cultivate an open feedback corporate culture within the organization. 	<ul style="list-style-type: none"> Organize internal activities to promote corporate culture. 	<ul style="list-style-type: none"> Average training hours per employee increased by 39% compared to the previous year.
	<ul style="list-style-type: none"> 100% of employees were informed of individual KPIs aligned with organizational goals. 	

Note: These corporate governance and sustainability targets have been integrated into Key Performance Indicators (KPIs) for executive remuneration to reflect the commitment and accountability of top leadership

In an era where the business world faces rapid dynamics and change—driven by technological advancements, shifting consumer behaviors, and new-normal work trends, the Company recognizes that **Human Resources** are the most vital heart in driving business growth. Employees must be developed to enhance their capabilities, ensuring they are ready to adapt and handle every challenge efficiently with flexibility and limitless potential.

1. Driving the Organization through Values and Work Culture

- Plan B places the highest importance on human resource development at all levels, focusing on enhancing employee potential alongside building engagement with PLANB Core Values and Brand DNA.
- The Company invests in developing personnel capabilities to create human resources that are valuable to society by instilling the "AGILE" core values, which consist of: Active, Growth, Innovation,

Leadership, and Expert. These serve as the foundation for creating long-term value and sustainability for the organization.

2. Potential Development and Succession Management

- The Company has designed continuous learning and Upskill Programs for both employees and corporate leaders to promote lifelong learning.
- To prepare for the future, the Company has established a Succession and Career Development Program to develop high-potential personnel (Talent) in alignment with their Career Paths.
- The Company has set a challenging strategic goal, stipulating that 100% of key management positions must be selected and promoted from within the organization (Internal Promotion) by 2027.

3. Building Engagement and Caring for Employee Quality of Life

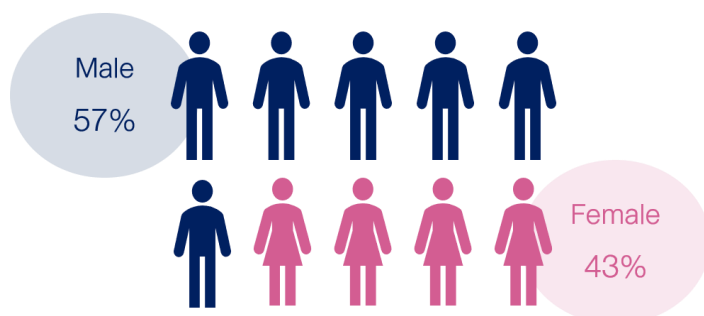
- Plan B believes that creating an attractive work environment, Talent Retention, and unlocking personnel potential are keys to success. Therefore, the Company is committed to Empowerment and fostering a supportive work environment.
- The Company adheres to fair performance evaluations to ensure that every employee's dedication and ability are recognized and rewarded. Furthermore, the Company realizes that open-minded listening through Two-way Communication is crucial for continuous organizational improvement and development.

4. Human Rights, Diversity, and Equality

- Plan B places the highest priority on workplace diversity, supporting opportunities for advancement and career growth based strictly on merit and capability, without discrimination or gender bias.
- To emphasize transparency in human resource management, the Company has compiled and disclosed basic employment statistics for 2025, covering labor structure, new hire statistics, employee turnover rates, and the use of parental leave.

Human Resource Statistics and Labor Structure in 2025

Total number of employees 1,068 people



- New hire rate: 19%
- Turnover rate*: 16%

Note: The total number of employees is 1,068, including both permanent and contract staff. The 16% turnover rate represents voluntary resignations.

Personnel Care and Development within the Organization

Plan B believes that “Personnel” is the fundamental foundation for organizational success and sustainable growth. The Company is therefore committed to caring for and enhancing the potential of personnel in every dimension, including quality of life, career progression, and the creation of a supportive work environment, to encourage all employees to grow stably alongside the organization under the commitment to respect human rights and fair labor practices according to international standards.

To elevate personnel care to be comprehensive and truly align with international sustainability standards, the Company has defined the following [key guidelines and employee policies](#).

- Freedom of Association and Employee Participation** The Company respects the rights and freedom of employees to associate and engage in collective bargaining freely in accordance with labor laws. It supports the establishment of a Welfare Committee in the workplace to serve as employee representatives for presenting opinions, suggestions, and discussing fairly with management, which fosters good relationships and cooperation in organizational development.
- Fair Remuneration and Equal Pay** The Company adheres to fair compensation and benefits structures that are competitive in the labor market and transparently aligned with performance. It upholds the principle of equal pay for work of equal value without discrimination or bias based on gender, age, religion, or personal beliefs.

Personnel Care Guidelines for Enhancing Quality of Life

- Creating an Inclusive Workplace** Plan B prioritizes building a work society filled with cooperation, mutual respect, and happy coexistence. All employees are treated equally, free from discrimination in every dimension—whether gender, age, race, religion, or personal opinions. Furthermore, the Company continuously organizes recreational and organizational development activities to foster engagement and promote participation in defining shared directions and goals.
- Physical and Mental Health Care** Plan B recognizes that employee health is a key factor in work efficiency. Therefore, the Company implements comprehensive health promotion projects, such as providing annual health check-up programs, supporting leave rights for family care, and organizing mental health support activities, such as expert mental health counseling, to achieve a sustainable work-life balance.
- Grievance Mechanism and Feedback** The Company provides multiple channels for employee suggestions or grievances, such as online feedback systems, dedicated email channels, and one-on-one meetings with supervisors or the Human Resources department. A process to keep whistleblower information strictly confidential is in place to ensure employees feel safe and their rights are fully protected. The Company is committed to seriously listening to all feedback and appropriately improving personnel management policies.

Organizational Engagement Achievements

As a result of the commitment to creating a work environment conducive to sustainable well-being, Plan B continuously conducts employee engagement assessments. In 2025, the survey results reflected outstanding success, with **an engagement score of 88.2 out of 100 points**, which surpassed the established targets.

This statistic reflects the trust, satisfaction, and sense of belonging that employees feel toward the organization. These results not only confirm the success of human resource management but also reinforce the confidence Plan B has earned from all personnel, serving as a vital driving force in developing the organization for strong and sustainable long-term growth.



Board Performance Evaluation

The Company is committed to continuously enhancing operational efficiency through a strong corporate governance framework. An annual self-assessment of the Board of Directors is conducted, covering both individual and collective evaluations, in alignment with standards for listed companies to improve management efficiency. Furthermore, the Company has established a compensation structure that is tangibly linked to the performance of these duties.

Individual Board Self-Assessment		Full Board Self-Assessment	
Avg. Percentage Score	95.2	Board-wide Average Score	Avg. Percentage Score 95.9
Chief Executive Officer Self-Assessment		Corporate Governance Committee	Avg. Percentage Score 95.9
Avg. Percentage Score	96.4	Nomination and Remuneration Committee	Avg. Percentage Score 97.0
Managing Director Self-Assessment		Risk Management Committee	Avg. Percentage Score 94.5
Avg. Percentage Score	96.4	Audit Committee	Avg. Percentage Score 93.9

Note: Further details of the individual performance evaluation of the Board of Directors can be found on page 243.

For the 2025 performance evaluation results, the Board of Directors reflected high operational efficiency through high assessment scores. When considering individual performance, the Board achieved an average score of 95.2%. In the corporate leadership group, which consists of the Chief Executive Officer and the Managing Director, both received an identical average score of 96.4%.

For the self-assessment of the Board as a whole, the Board achieved an overall average score of 95.9%. The evaluation results broken down by sub-committees are as follows: the Nomination and Remuneration Committee received the highest score of 97.0%, followed by the Corporate Governance Committee at 95.9%, the Risk Management Committee at 94.5%, and the Audit Committee at 93.9%.

HIGH-POTENTIAL EMPLOYEE MANAGEMENT

Plan B recognizes that high-potential employees are vital drivers in propelling the organization toward sustainable development. The Company, therefore, prioritizes comprehensive strategic human resource management, encompassing recruitment, potential development, and motivation to ensure talent attraction and retention. The focus remains on strengthening career advancement opportunities and preparing employees to effectively navigate future challenges.

Proportion of employees who received performance appraisals and potential development



Selection Criteria and Recruitment Strategies

- **Inclusive and Fair Selection** The Company focuses on selecting and developing personnel without discrimination regarding gender, age, education, or beliefs. This creates an open environment that attracts diverse talent—a key factor in driving organizational innovation. Transparent and fair selection criteria for high-potential employees (Talent) are established, considering Performance evaluations alongside behaviors aligned with corporate values, assessed through a systematic KPI process.
- **Recruitment Strategies** Recruitment of skilled professionals is conducted through an Employee Referral Program and Roadshows held at educational institutions to attract graduating students. This is complemented by accessible outreach via online channels and social media.

Potential Development and Career Management

- **Talent Management and Succession Program** The Company supports personnel in showcasing their capabilities through the Talent Management Program and implements a Successor Program to ensure that management in key positions remains continuous and seamless.
- **Competency-Based Performance** Clear operational guidelines and success indicators are defined for every unit. Each department is required to develop a 5-year strategic plan aligned with business growth, strengthening employee potential to handle business fluctuations and obstacles.
- **Transparent Promotion and Progression Criteria** A systematic career advancement framework is established, categorized into Progress and Promotion. These are evaluated based on both job expertise and leadership potential.

Building a Self-Learning Culture

- **Diverse Learning Platforms** Plan B encourages employees to develop new skills through an online platform featuring over 20 courses, including online lessons, podcasts, and book summaries, fostering a habit of Lifelong Learning.
- **Upskilling for the Future** In collaboration with SkillLane and Thammasat University (TUXSA project), the Company provides international standard courses, such as Data Analytics and Information Technology, to upgrade knowledge and meet business growth demands.

2025 Employee Development Performance

- **Success of Development Projects** In 2025, 100% of the target group participated in and completed their development plans (72 out of 72 people). Progress is closely monitored every quarter through leadership and business management programs.
- **Promoting Communication and Engagement** Beyond skill development, the Company prioritizes listening by organizing Management Meetings every 6 months. These sessions provide opportunities for cross-functional employees to exchange perspectives and offer suggestions to top management in an informal setting, fostering engagement and sustainable organizational development.
- **Employee Retention and Tailored Welfare** The Company conducts annual employee engagement surveys, using the results to improve welfare and quality of life. This ensures a low turnover rate among high-potential employees while promoting Work-Life Balance to build long-term satisfaction and loyalty to the organization.

EMPLOYEE TRAINING

The Company recognizes the importance of organizing training on compliance with laws, rules, and regulations. Examples of such training include safety training for executives, supervisors, and employees; basic firefighting; environmental management systems; and first aid and CPR. Furthermore, the Company encourages employees to set continuous self-learning and development goals of at least 20 hours per person per year to foster a culture of lifelong learning, human rights, and sustainable development.

In 2025, the Company provided e-learning courses through the Plan B Academy Center, where employees receive certificates upon completion. The Company also promotes the development of executives and high-potential employees. Senior executives are encouraged to participate in the Director Certification Program (DCP) offered by the Thai Institute of Directors (IOD) to gain the skills and knowledge in good corporate governance—essential for directors to improve overall performance, define strategic directions, and lead the organization effectively while enhancing business results for all stakeholders.

Beyond general training, the Company has designed and organized specialized training programs tailored to the specific functions of each department to elevate employee potential effectively and precisely, as follows:

- **Sales Training Program** The Company organized a total of 22 courses covering the development of business skills, in-depth product knowledge, operating systems usage, and research data analysis to strengthen competitiveness and respond to customer needs with excellence.
- **Operation Training Program** The Company organized a total of 25 courses covering the development of necessary functional skills, as well as mandatory courses for license renewals and safety standards required by law to ensure that every work process is safe and meets the highest standards.



Internal Training and Knowledge Exchange

The Company prioritizes providing opportunities and enhancing employee skills, including developing potential to adapt to current changes. Our skill development process focuses on both upskilling existing talents and reskilling for new capabilities. In 2025, the Company developed numerous training courses covering all levels and functions, allowing employees to enhance their potential according to their roles as follows:

Learning Group: Leadership

Focuses on holistic leadership skills, enabling employees to manage themselves, collaborate with others, and effectively drive results through their teams.

- Leading Oneself EP.1 Leadership Mindset
- Leading Oneself EP.2 Situational Leadership
- Team Collaboration
- Leading with strengths finder

Learning Group: Business Essential

Strengthens understanding of business context, work processes, and skills necessary for efficient business operations.

- First Day Orientation
- Plan B Business Acumen: OOH & Sports
- Active with Empathy
- Growth Mindset: Adapting for Change
- I.Innovation with Design Thinking
- Plan B Upward & Peer Feedback Culture
- Time Management and Prioritization
- Critical Thinking
- Plan B Performance Culture (Annual Performance Evaluation)
- Professional Interview: Selection and Interview Techniques
- Risk Management
- Creative Thinking
- Resilience
- Coaching & Feedback
- Strategic Communication
- Emotional Intelligence (E.Q.)
- Team Psychological Safety
- Project Management
- Storytelling

Learning Group: Expertise

Concentrates on specialized knowledge to enhance the functional skills and expertise required for each specific line of work.

- Safety of Work on Electrical 1 (Basic Safety and Electricity)
- Safety of Work on Electrical 2 (Safety in Electrical Equipment Installation)
- Safety Training for Working at Heights (High Work)
- Safety Training for Working with Heat and Sparks (Hot Work)
- First Aid & CPR
- Occupational Safety Officer (Supervisory Level)
- Basic Fire Fighting and Evacuation Fire Drill
- Basic Fire Fighting (Specialized Course) for APOSTLE Card Renewal and New APOSTLE
- Electrical Installation of Building Level 1 (by Ministry of Labour)
- Metropolitan Rapid Transit Safety (New PIC)
- Metropolitan Rapid Transit Safety (Refresher PIC)
- Billboard & Street Production Knowledge
- Signboard Tax for Out-Of-Home Media Sales
- Essential Advertising Law

Learning Group: DigiTech

Promotes digital technology skills, the use of digital tools, and cybersecurity.

- Professional Google Workspace Usage By Tangerine
- AI-First Culture EP.1: Generative AI
- AI-First Culture EP.2: Agentic AI
- Cyber Security

Learning Group: Data & Design

Develops skills in data analysis, data communication, and creating effective presentations.

- Data Visualization for Business Insight

Plan B Academy Center: Learning and Training Hub

Plan B Academy Center is an e-learning hub designed to advance employee career development through more than 200 courses, including Leadership, Business Essentials, Expertise, DigiTech, Data & Design, and AGILE Plan B DNA. Learning is delivered through various Learning Channels, such as in-person classroom sessions, live online sessions, video replays, the Company’s internal website, and activity-based learning. The Company has set a target for each employee to complete at least 15 training hours per year.

Between 2023 and 2025, the Company’s performance results for training and potential development were as follows:

Performance Results (Hours)	2023	2024	2025	2026 Target
Total Organization Overview	45.8	63.7	46.0	> 65.0
Categorized by Job Level				
• Executive Level	30.5	28.3	17.4	> 35.0
• Supervisor Level	53.1	62.6	31.6	> 65.0
• Manager Level	47.1	62.0	39.8	> 65.0
• Operational Level	43.8	59.3	37.3	> 65.0

Total Employee Training Hours



Employee training hours data

44,630

Hours

To facilitate the development of employee learning skills, the Company has partnered with **SkillLane**, Thailand's leading online learning platform. This partnership enables employees to learn anywhere, anytime, and on any device, providing access to over 2,300 video courses that cover professional content, book summaries, hobbies, and life skills. These are categorized into five learning groups:



1. Business Skills Courses
2. Book Summary Courses
3. Hobby/Life Skills Courses
4. Short-form Video Courses (5–10 minutes)
5. Courses from Thammasat University (TUXSA)



The Year of AI Skill Development

Plan B recognizes that rapid technological shifts are vital drivers for business in the digital age. Consequently, the Company has prioritized personnel readiness under the theme "**The Year of AI Skill Development**". This initiative aims to elevate employee capabilities for the future of work by integrating Artificial Intelligence (AI) into training plans, ranging from fundamental concepts to advanced applications, through the following key approaches:

- **Building an AI-First Culture** The Company organized the "AI-First Culture Workshop" (Understanding AI in 2 Hours) to establish a baseline understanding, bridge technological gaps, and ensure equal access to new knowledge for all employees.
- **Enhancing Functional Capabilities with Technology** Specialized courses were designed for specific roles to reduce work time and increase sustainable competitiveness. This includes in-depth training on specific AI Tools relevant to job functions, such as Gemini to enhance general work efficiency. Also, n8n and Make.com to create automated workflows, reducing redundant steps and increasing process accuracy.

In 2025, the Company successfully drove practical learning and AI adoption among its workforce. A total of 902 employees, representing 84% of the total workforce, completed AI training. The Company conducted 39 intensive batches of these programs, which achieved a high satisfaction score of 93.60%.

Furthermore, employees were encouraged to put their knowledge into practice and apply it to actual tasks in collaboration with their supervisors. This resulted in as many as 952 AI application projects (Cases) within work processes, with an average application quality score of 74.91%, reflecting the success of enhancing operational efficiency and truly driving the organization through innovation.



Promoting Digital Skills and Innovation through the AI Passport Project

Plan B recognizes the critical importance of digital transformation and has launched the AI Passport project. This serves as a centralized platform integrating AI technologies from 5 leading global providers, enabling employees to keep pace with rapid technological shifts and fostering an innovation-driven corporate culture.

Dimensions of Value Creation and Operational Efficiency

The project is designed to enhance employee potential in three core areas:

- **Operational Speed** Reducing complex procedures and accelerating data processing and creative output.
- **High-Level Efficiency** Elevating work quality through intelligent tools that support precise analysis and decision-making.
- **Strategic Time Management** Allowing employees to minimize repetitive tasks and pivot their focus toward strategic initiatives and value-added activities.

Upskilling and Future Readiness

The Company has designated the AI Passport project as a core component of its future skill enhancement plan (Upskilling & Reskilling). This ensures that employees at all levels can apply technology correctly and ethically. Additionally, the Company provides training on effective prompting skills to facilitate practical usage that generates a positive and sustainable impact on the business.

Alongside promoting AI adoption, the Company has established Ethical AI Guidelines. These guidelines prioritize corporate data security and customer data privacy to mitigate potential cyber risks associated with using external tools, strictly adhering to the Company's Information Security Policy.

SUCCESSION PLANNING

Plan B recognizes that ensuring business continuity and developing future leaders are at the heart of sustainable growth. The Company prioritizes building a strong foundation through a systematic Succession Plan. This focus involves identifying and developing high-potential personnel with the capability to step into key organizational roles, thereby mitigating leadership shortage risks and supporting long-term business expansion. This approach aligns with good corporate governance principles and international Human Capital Risk Management standards.

In 2025, the Company executed its succession planning guidelines through the following core processes:

- **Identification of Critical Positions** Defining roles that directly impact business operations and the organization's strategic direction.
- **Potential Assessment via 9-Box Grid** Evaluating employees using the 9-Box Grid tool, which transparently and fairly considers both Performance and Growth Potential.
- **Successor Development Planning** Implementing the Accelerated Development Plan (ADP) to strengthen skills and close Competency Gaps.

Plan B's succession planning is divided into three critical stages:

- **Step 1:** Identifying successors for C-Level executives and Function Heads.
- **Step 2:** Identifying successors for Middle Management and Key Roles within the organization.
- **Step 3:** Identifying successors for Department and Section Heads from all employee levels to strengthen the long-term leadership structure and promote Internal Mobility.

Leadership Competency Framework

To ensure that succession planning aligns with the vision, values, and corporate culture, the Company has clearly defined core competencies for future leaders. These are integrated into the selection and development processes to ensure leaders possess the specific knowledge and capabilities truly suited to the organization's context. The core competencies consist of:

- **Strategic Thinking & Foresight** Maintaining a long-term perspective, anticipating trends, and defining the organization's strategic direction.
- **Agile & Transformational Leadership** Effectively driving change and transformation within digital era.
- **People Management & Empathy** Demonstrating strong communication, inspiring teams, and fostering a robust corporate culture.
- **ESG & Governance Orientation** Understanding sustainability, corporate governance, social responsibility, and environmental issues—vital components for driving the business toward sustainability.
- **Digital Literacy & Innovation Management** Ability to apply technology and innovation to elevate business performance.
- **Risk Management & Data-Driven Decision-Making** Making decisions based on data and understanding risk impacts across various dimensions.

Integrating Diversity into Sustainable Human Capital Management

The Company applies the Board Skills Matrix as a reference framework to ensure that future leaders possess well-rounded expertise in core fields such as Finance, Marketing, Human Resource Management, Information Technology, Law, and Sustainability. Additionally, it promotes Diversity of Thought to minimize decision-making bias and support high-quality business growth.

Defining these competencies is an integral part of Sustainable Human Capital Management, which enables the Company to conduct targeted personnel development, enhance employee growth opportunities, and cultivate capable leaders prepared for changes in the modern business landscape. This approach ultimately builds confidence among all stakeholders regarding the organization's long-term stability.



CEO Competency Framework

The Company prioritizes a holistic selection process for its top leader (Chief Executive Officer or equivalent), seeking an individual who possesses a strategic vision, management expertise, and deep business insight. Furthermore, the candidate must demonstrate strong governance and sustainability attributes aligned with the Company's long-term operational direction, emphasizing ESG-driven leadership from the top. The CEO's qualifications are defined across three primary dimensions as follows:

Core Competencies

- **Strategic Vision & Foresight** The ability to plan and define long-term organizational directions, as well as accurately forecast economic trends, technological shifts, and consumer behavior.
- **Transformational & Agile Leadership** A leader who drives the organization through change rapidly with flexibility, strong adaptability, and the ability to inspire the team.
- **People & Talent Leadership** Capability in managing people, developing and unlocking the potential of team members, and building an effective and sustainable corporate culture.
- **ESG & Governance Orientation** Awareness and knowledge of Environmental, Social, and Governance factors, with the ability to integrate ESG principles into the organizational strategy.
- **Data-Driven Decision Making & Risk Management** The ability to make systematic decisions based on in-depth data while implementing proactive risk management.
- **Innovation & Digital Literacy** An understanding of digital technology and the ability to drive the adoption of innovation to develop the business effectively.
- **Diversity, Equity & Inclusion Leadership** A vision for creating a work environment that respects differences, stays open to diverse opinions, and promotes equality within the organization without discrimination.
- **Ethical Leadership & Integrity** Serving as a role model for conducting business with integrity, adhering to ethics, and maintaining a clear stance against all forms of corruption.

Essential Knowledge & Experience

- **Core Industry Experience** At least 10 years of direct or relevant experience in advertising, marketing, or digital media, with a deep understanding of Out-of-Home (OOH) media dynamics, engagement marketing, and digital media.
- **Marketing and Consumer Behavior Expertise** Understanding of brand strategies, modern marketing channels, consumer analysis, and competition in the digital era.
- **Business Model Insight** Comprehensive understanding of revenue streams, costs, business structures, and the value the organization delivers to customers and partners.

- **Senior Executive Experience** Minimum of 5 years in a C-Level or equivalent position (e.g., Chief Operating Officer, Chief Marketing Officer, or Chief Financial Officer), with a proven track record in business expansion or organizational transformation.
- **Corporate Director Role Awareness** Knowledge of the roles and duties of corporate directors, capital market regulations, conflict of interest management, and stakeholder stewardship in accordance with the Corporate Governance Code.
- **Change and Crisis Management Experience** Proven experience in leading organizations through challenging periods or economic crises while maintaining stability and driving continuous growth.

Specific Traits Reflecting Future Leaders

- Decisiveness under uncertainty and the ability to take appropriate risks, reflecting a vision for Crisis Management and Organizational Resilience.
- Entrepreneurial Thinking with a focus on value-driven growth.
- Ability to build business networks (Stakeholder Engagement) both internally and externally, meeting international standards for Stakeholder Inclusiveness.
- Transparency and integrity, serving as a role model in corporate culture to align with assessment criteria for Business Ethics & Anti-Corruption.

References and International Recruitment Frameworks

The qualification criteria for the Chief Executive Officer align with international guidelines and standards, encompassing the Company's Board Skills Matrix, the Corporate Governance Code (CG Code), Sustainable Human Capital Management guidelines, and the principles of GRI 102-24 regarding the nomination and selection of the highest governance body, while remaining consistent with international corporate governance and risk management practices. These comprehensive approaches reflect the Company's commitment to appointing a well-rounded leader suited for the competitive landscape of the modern business world and ready to drive the organization toward long-term sustainability.

DIVERSITY, EQUITY, AND INCLUSION IN THE WORKPLACE

Plan B Media Public Company Limited prioritizes the creation of an open corporate culture that respects differences and ensures every employee feels valued and included. The Company firmly believes that **Diversity** is a vital driving force that fosters innovation, creativity, and sustainable growth. This commitment is deeply rooted in international Human Rights standards, with a focus on strict compliance and ethical practice.

Plan B is committed to striving for excellence as a great workplace through the implementation and development of projects and activities that connect employees to foster understanding and truly bridge the gap between differences. The Company aims to create a work environment and instill values of Diversity, Equity, and Inclusion (DEI) by announcing a [Diversity and Inclusion Management Policy](#) to integrate it into the core culture and strategy of the organization.

Furthermore, the Company places the highest priority on the protection of human rights and labor rights, covering both internal employees and business partners, while maintaining a clear stance against discrimination, sexual harassment, and all other forms of harassment in every respect.

Promoting Diversity and a Non-Discriminatory Corporate Culture

Plan B is committed to fostering a non-discriminatory corporate culture by providing all employees with the opportunity to express their opinions freely and grow according to their potential, without any bias or segregation regarding gender, age, race, religion, disability, sexual orientation, or cultural background.

LGBTQI+ employees receive rights and benefits at the same level as other employee groups, such as sick leave, leave to care for partners or family, participation in employee funds, and funeral benefits, without restrictions based on gender or legal status.

Preparing for an Aging Society and Managing Generational Diversity

Recognizing the trend toward an aging society in Thailand, Plan B values the potential of experienced professionals and encourages retirees to maintain active roles within the organization. Over the past year, the Company employed 4 individuals over the age of 60, providing them with opportunities to continuously transfer their experience, knowledge, and skills to the younger generation. This initiative promotes age diversity in the workplace, ensures the retention of institutional knowledge, and fosters synergy between employees of different generations to work together effectively.

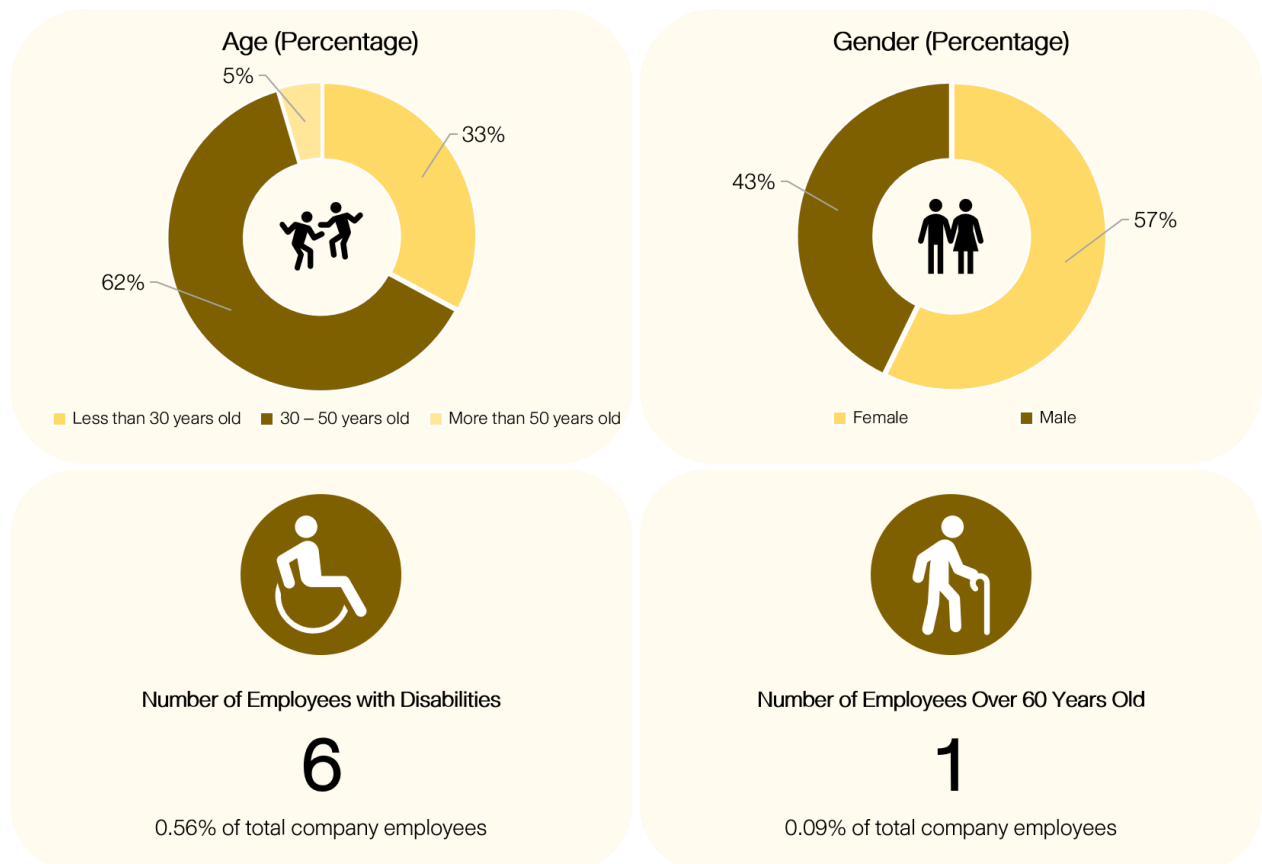
Equal Remuneration and Career Growth

The Company maintains a compensation policy centered on "Competence and Performance" as the primary criteria. Remuneration and career advancement opportunities are determined without regard to gender or personal status, ensuring fairness and providing motivation for all employee groups. This approach concretely reinforces the equal pay policy to achieve Gender Pay Gap Elimination.

Complaint Channels and Whistleblower Protection

The Company provides accessible channels for reporting discrimination or harassment in the workplace. Reports can be submitted through anonymous systems or directly to supervisors and the Human Resources Department. Whistleblowers are strictly protected under corporate governance principles, and the Company ensures that all investigations are conducted according to established procedures with thoroughness and fairness. If misconduct is confirmed, the Company will implement corrective measures, initiate disciplinary actions, and pursue appropriate legal proceedings.

2025 Performance Results



EMPLOYEE ENGAGEMENT

Employees are a vital mechanism driving Plan B's business continuity within the human resource management process. The Company has implemented various initiatives to foster employee engagement with the organization, such as providing necessary training for continuous development, establishing programs to retain high-performing and capable talent, offering fair compensation and benefits, strictly adhering to occupational health and safety policies and guidelines in accordance with Thai labor standards, treating employees with respect for human rights, and providing channels for listening to employee opinions, suggestions, or complaints.

Employee Engagement Survey and Feedback Mechanisms

The Company actively listens to employee feedback and concerns through annual engagement surveys and comprehensive satisfaction assessments. These insights are analyzed to establish a foundation for continuous workplace improvements. In 2024, the employee engagement results demonstrated tangible success, with a high participation rate of 98.4% and an engagement score of 88.2%, surpassing the Company's predefined targets. This achievement stems from robust communication and engagement strategies across multiple channels, such as internal newsletters (Plan B News and HR News) and Executive Townhall sessions. Such initiatives have driven increased satisfaction across all key dimensions: Engagement, Leadership, Alignment, Environment, and Benefits.

Promoting a Culture of Openness through Upward & Peer Feedback Surveys

The Company recognizes the importance of a culture of openness as a fundamental pillar for human capital development and the creation of an inclusive, transparent, and sustainable work environment. To integrate the giving and receiving of feedback into the organizational culture at all levels, the Company conducts an annual Upward & Peer Feedback Survey. This initiative facilitates feedback across various dimensions as follows:

- Employees can provide direct feedback to their supervisors (Upward Feedback) to reflect the perspectives of those on the front lines.
- Colleagues can assess and provide feedback on each other's work behaviors (Peer Feedback).
- Supervisors and executives receive meaningful insights to enhance their leadership behaviors, communication, and the promotion of a positive working atmosphere.

The Company anticipates that this survey process will strengthen mutual trust and openness, foster learning and growth through diverse perspectives, and further enhance Inclusive Leadership within the organization.



EMPLOYEE WELL-BEING

Plan B Media Public Company Limited is committed to enhancing the quality of life of our employees as a core driver of our business. We integrate Thai Labour Standard (TLS 8001-2010) alongside international human rights principles as our primary framework for comprehensive human capital management.

The Company prioritizes fairness and equality. Our compensation policy is designed based on the Living Wage principle to ensure employees and their families enjoy a high quality of life. Furthermore, we uphold gender equality through equitable remuneration and benefits, strictly prohibiting any form of discrimination.

To promote genuine work-life balance, the Company limits standard working hours to no more than 8 hours per day and manages operations to avoid unnecessary overtime, while encouraging employees to utilize their annual leave effectively. We also maintain transparency in all employment processes; in the event of necessary employment termination, the Company ensures advanced communication with clear and fair justifications provided in every instance.

To foster an inclusive workplace ecosystem, the Company has established the Welfare Committee in the Workplace. This committee serves as a vital mechanism for protecting labor rights, developing welfare programs, and improving the work environment, while providing a safe space for constructive employee feedback and suggestions.

Our scope of care covers the following areas:

- **Financial Security and Fair Benefits** The Company provides financial welfare and long-term support funds, including statutory severance pay, a Provident Fund to encourage long-term savings, Social Security, and a funeral assistance fund to support families in times of loss. Additionally, the Company initiated an innovative financial welfare program titled "Flex" to increase liquidity and reduce financial stress by allowing employees to access their salary in advance when necessary. This is paired with financial literacy programs to build long-term financial immunity for our workforce.
- **Physical and Mental Health Care** We emphasize holistic health through continuous wellness programs, including annual health check-ups, health insurance benefits, an on-site first aid room, and fitness facilities to encourage a healthy and balanced lifestyle.
- **Family and Social Welfare** The Company supports family life and well-being through benefits such as 45 days of paid maternity leave, 5 days of paid paternity leave, and dedicated nursing rooms for female employees. We also promote internal engagement activities to provide spaces for social networking and relationship building.
- **Work-Life Balance and Flexibility** The Company implements flexible working policies to meet diverse employee needs. Employees can choose working hours that balance their personal lives, such as flexible start times, flexible hours, and part-time options.

- **Skill Development and Career Advancement** We focus on continuous training and development to enhance capabilities and provide growth opportunities for all employees.
- **Safe and Equitable Work Environment** The Company provides a safe workplace free from discrimination, promoting diversity and inclusion so that every employee feels valued and accepted. We aim for a "Zero Accident" goal and prioritize indoor air quality by utilizing standardized air purifiers and ventilation systems to prevent dust and maintain employee health.
- **Seasonal Epidemic Health Measures** During outbreaks of communicable diseases such as influenza or dengue fever, the Company takes proactive measures to protect employee health through prevention and timely response activities, including:
 - Proactive Prevention: Providing complimentary annual influenza vaccinations for employees, with a target of reaching over 85% of the total workforce in 2025.
 - Environmental Care: Increasing cleaning and disinfection frequencies at common touchpoints throughout the office.
 - Knowledge Promotion: Educating employees on disease prevention through the "Healthy 4 Seasons" program conducted by medical specialists, aiming to reduce sick leave from seasonal communicable diseases by 10% compared to the previous year.



CUSTOMER RELATIONSHIP MANAGEMENT

Plan B prioritizes the establishment and maintenance of long-term customer relationships, recognizing that customer behaviors, expectations, and needs are constantly evolving due to technological, economic, and social factors, as well as shifting consumer trends. The Company continuously adapts to these changes and has implemented a [Service Quality Management Policy](#) to serve as a core framework for systematic customer relationship strategies, aimed at effectively retaining existing clients and expanding our new customer base. Consequently, the Company is committed to enhancing customer relationship management to ensure maximum satisfaction and deliver exceptional experiences, which serves as a vital strategy for long-term business growth. Furthermore, the Company upholds a responsible advertising business model through a rigorous content screening process to prevent the dissemination of unethical media or content that impacts human rights. This is conducted alongside maintaining robust data security and customer privacy in strict compliance with personal data protection laws. Our primary objectives are as follows:

- Strengthen long-term trust and satisfaction
- Adapt to rapidly changing consumer needs and behaviors
- Elevate service standards to enhance competitive advantage

Customer Satisfaction Assessment and Voice of the Customer

The Company conducts annual customer satisfaction surveys for both direct clients and advertising agencies. These assessments evaluate multiple dimensions, including expertise in out-of-home (OOH) media, strategic media planning capabilities tailored to client objectives, problem-solving skills, personality, and communication. We also incorporate market trends into our analysis to maintain strong relationships with customers and stakeholders.

Customer Satisfaction Performance

In 2025, the Company achieved an average customer satisfaction score of 4.72. While this reflects a positive level of satisfaction, the score declined compared to 2024 and fell short of the established target of 4.90. Through transparent data analysis and in-depth client feedback, the Company identified key challenges regarding communication efficiency, service responsiveness, and professional standards in certain processes, which impacted the customer experience during specific periods.

These results were partially influenced by the expansion into new advertising media categories and the integration of sales teams from newly acquired media rights, which led to coordination and service delivery challenges during the transition. However, the decrease in the average score is also attributed to the Company's success in expanding its data collection coverage to a broader range of customers, reaching 65.0%. This expanded scope provides more comprehensive, fact-based insights that are essential for long-term development.

Customer Satisfaction Score	2023	2024	2025	2026 Target
Number of customers included in the satisfaction survey distribution	N/A	794	846	> 850
Number of customers who completed the satisfaction survey	323	372	550	600
Customer satisfaction survey response rate	N/A	46.9%	65.0%	>70.0%
Customer satisfaction score	4.67	4.81	4.72	4.90

Proactive Customer Experience Enhancement Strategy

The Company has conducted an in-depth analysis of satisfaction survey results to identify strengths and opportunities for improvement across products, services, and operational processes. Our focus is on meeting short-term expectations while elevating long-term customer experiences. Comprehensive summary reports are shared with executives and relevant teams to address identified challenges and drive toward the satisfaction target of 4.90 by 2026. The Company has established the following proactive measures:

- Enhancing Communication and Coordination Efficiency** The Company has streamlined communication between sales and support teams to ensure seamless interaction, reducing redundancy and providing clear information to customers. This includes establishing unified operational standards for all media types within the Company’s portfolio.
- Improving Service Delivery Speed** The Company focuses on reducing turnaround times in key operational stages to ensure that customer requirements are met with agility and timeliness.
- Systematic Customer Experience Management** The Company has established a dedicated Customer Experience Management (CXM) team to serve as a central hub for managing experiences and gaining deep insights into customer needs. This is complemented by empowering sales teams with the necessary tools and data to deliver superior experiences consistently and sustainably.
- Professionalism through Intensive Development Programs** The Company has developed training programs focused on professional problem-solving and customer expectation management. These programs utilize real-world case studies derived from customer feedback and include knowledge-sharing sessions among sales teams to foster unique professional standards consistent with Plan B.
- Proactive Monitoring and Evaluation Systems** The Company has increased the frequency of satisfaction monitoring throughout the service delivery process to ensure a continuous positive experience for every client.

Customer Relationship Development Strategies to Elevate Customer Satisfaction



Utilizing Customer Satisfaction Data to Improve Products, Services, and Business Processes

The Company prioritizes the use of insights from Customer Satisfaction Surveys to systematically develop and elevate service standards. Our focus extends beyond employee skill development to include the refinement of products, services, and operational processes to truly meet the needs of each customer segment. Key examples include:

1. Enhancing Near Real-time Media Performance Reporting

- **Customer Feedback** Major clients, particularly advertising agencies, requested rapid and transparent reporting on installation results and advertising progress to facilitate media planning and executive reporting.
- **Improvement Initiatives** The Company developed a Near Real-time Reporting Dashboard. This allows clients to log in at any time to view post-installation photos, completion status for each location, and precise schedules for signage changes.
- **Action Plan** Currently, the Company is in the process of developing and discussing the roadmap with target clients to ensure the system fully addresses practical needs. The goal is to enhance transparency, reduce the client's burden in data tracking, and increase service efficiency in the next phase.

2. Designing Audience-Specific Media Packages

- **Customer Feedback** Clients in the FMCG and Real Estate sectors expressed a need for media packages tailored to specific demographics, such as females aged 25–35 or private car users in business districts.
- **Improvement Initiatives** The Company developed "Audience-first Media Packages" based on mobility behavior data from Magnetic Measurement 2.0. This utilizes AI technology and CCTV analytics to identify the demographics passing through media locations, enabling the design of placements that align with viewer behavior.
- **Results** Repeat business from these client segments increased by over 10% within six months, and the Company received commendations for its deep customer insights and data-driven media planning.

3. Implementing Comprehensive Campaign Performance Summary Services

- **Customer Feedback** Clients executing cross-regional and multi-format campaigns requested centralized summaries of advertising results to analyze brand communication effectiveness for executive review.
- **Improvement Initiatives** The Company is developing a "Campaign Performance Summary" value-added service for key accounts. This integrates data from various sources, including installation

integrity, before-and-after photos, geographic coverage, reach statistics from Magnetic Measurement 2.0, and strategic insights from the sales team.

- **Action Plan** The service is currently in a pilot phase with FMCG clients. Feedback is being collected to refine the report format before a full-scale launch in 2025, which is expected to add significant service value and differentiate the Company from competitors.

4. Responsible Advertising Business Practices

- **Customer Feedback** Clients emphasize the responsibility of advertising media, seeking assurance that published content will not negatively impact society or violate business ethics.
- **Improvement Initiatives** The Company's Legal Department strictly oversees and audits advertising content to ensure compliance with legal requirements, business ethics, and human rights principles. This audit process is integrated into corporate risk management. Furthermore, relevant employees are encouraged to continuously update their knowledge of regulations and evolving media standards to stay current with modern legal and ethical landscapes.
- **Action Plan** The Company plans to regularly review advertising content criteria to ensure they remain up-to-date. This prevents incidents that could harm the reputation of clients or society while reinforcing a corporate culture centered on the responsible use of data.



INNOVATION FOR ENHANCED CUSTOMER EXPERIENCE

Innovation is a core element underpinning Plan B’s business strategy and a vital force driving the Company’s vision to be the leader in out-of-home media and innovation. Plan B is committed to digital technology and excellence in research and development to create and launch innovative new products that respond to ever-changing consumer needs. Our focus is on transitioning from providing traditional media space to becoming a strategic partner driven by deep insights. This approach aims to achieve value creation for our clients' brands and elevate the standards of the Thai advertising industry to an international level, emphasizing precision, transparency, and the responsible handling of consumer personal data.

Driven by this commitment, the Company has initiated and developed flagship innovation projects that redefine measurement and communication standards within the advertising industry. By integrating advanced technology with large-scale consumer behavior databases, we aim to build trust and deliver maximum value to our partners through the following key projects and innovations:

Magnetic Measurement Project

The Company has developed a proprietary measurement system for Out-of-Home (OOH) media visibility, granted exclusively to the Company, to enable clients to plan their media spend more effectively and facilitate the tracking of monthly Return on Investment (ROI). Through a partnership with a telecommunications provider, monthly visibility reports are generated. These reports present aggregated data in full compliance with the Personal Data Protection Act (PDPA). The reports comprise key metrics, including: Eyeballs, Grid Reach, Frequency, Dwell Time and Demographics



Total number of times the media was viewed (Eyeballs)



The unique number of individuals who viewed the media (Grid reach)



The average number of times an individual was exposed to the media(Frequency)



The duration spent within the vicinity of the media (Dwell time)



Profiling of the audience, including gender, age, and spending power (Demo-graphic)

This OOH media measurement significantly elevates the standard of service to align more closely with television and online media. It builds customer confidence and plays a pivotal role in encouraging clients

to invest in OOH media through Magnetic reports, which provide comprehensive data on audiences in specific areas. This initiative directly addresses customer feedback regarding the need for transparency and empirical evidence to measure Return on Investment (ROI).

Example of data derived from the Magnetic Measurement tool, a key instrument in supporting media sales for customers



Advancing to MAGNETIC 2.0 with AI Technology

Building on the success and efficient utilization of existing data, the Company has developed **MAGNETIC version 2.0** by integrating AI technology with CCTV systems. This was achieved through a partnership with Oxygen AI, a leading AI solutions provider, to enable the collection and analysis of in-depth, real-time data with significantly enhanced precision. This advancement overcomes the limitations of traditional measurement by adding the capability to instantly analyze audience behavior and interests at specific media locations. This empowers brands to utilize data to develop highly targeted campaigns and broaden their reach, ultimately allowing clients to adapt their communication strategies promptly according to real-time situations.

Furthermore, this innovation is part of the Company's commitment to responsible business practices. We continue to place the highest priority on personal data management and cybersecurity alongside innovative development, ensuring sustainable trust among our service users and all groups of stakeholders.

OOH Media Performance Indicators via Magnetic Measurement Innovation



Eyeballs (Total Impressions)

This metric measures the reach of Out-of-Home (OOH) advertising campaigns. The system detects road traffic volume and utilizes AI to analyze vehicle types, accurately calculating the proportion of viewers exposed to the advertisement during specific time periods.



Grid Reach (Unique Audience)

This identifies the number of unique individuals exposed to a campaign within a 24-hour period by excluding duplicate data. Through the analysis of vehicle license plate data—processed as aggregated statistical insights—clients can understand the true scope of the unique audience reached across each media location.



Demographics (Audience Insights)

In-depth analysis of viewers is conducted by detecting seven key vehicle attributes: vehicle type, license plate category, speed, car brand, color, vehicle class, and estimated vehicle value. This data empowers brands to segment purchasing power and consumer behavior across different locations, ensuring the delivery of advertising content that best aligns with viewer interests.

Commitment to Responsible Business Operations

This innovation is integral to our commitment to responsible business practices. The Company places the highest priority on personal data management and cybersecurity in tandem with innovative development to build sustainable trust among service users and all stakeholders. To this end, the Company has established best practices for data management as follows:

- **Data Privacy**

The data collection process via AI and CCTV technologies in the Magnetic project is governed by "Privacy by Design" principles. License plate and vehicle information are processed into aggregated statistical datasets; no personally identifiable information (PII) is stored or disclosed to external parties. This ensures strict compliance with the Personal Data Protection Act B.E. 2562 (2019).

- **Cybersecurity**

The Company conducts annual reviews and audits of its innovation data storage systems to prevent unauthorized access and mitigate cybersecurity risks. We are dedicated to maintaining a secure data ecosystem for the long-term benefit of our customers and the general public.



Proactive Experience Innovation through Screen Sync Technology

Beyond precise measurement, the Company has elevated creative experiences through synchronized digital display innovation (Synchronization) to create spectacular impact and capture consumer attention in key strategic areas. This innovation transforms advertising from single-screen displays into a total visual takeover across major Bangkok landmarks.

ITALTHAI

Nestlé
MILO
อันปังปังปัง
Plan-B

ศูนย์ทันตกรรมทันตกิจ
THANTAKIT
DENTAL CENTER

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- ↑ แยกเอกมัยเหนือ 11 นาที
- สุขุมวิท 39 5 นาที
- แยกทองหล่อใต้ 22 นาที

อันปังปังปัง

RAMBO
Khaeng
Dung



Seamless Consumer Experience Innovation through the Omni Activation Journey

The Company has introduced the "Omni Activation Journey" strategy, integrating offline and online media to extend the est Cola campaign across every touchpoint of daily life, from brand awareness to final purchase. The core of this strategy lies in utilizing data innovation to analyze the Customer Journey, ensuring maximum communication efficiency and minimizing resource wastage from untargeted outreach. This project is underpinned by behavioral science principles integrated with three key media innovations:

- **DOOH (Digital Out-of-Home)** This serves to drive mass awareness, ensuring a broad audience is informed of the new est Cola formula. This is achieved by strategically selecting time slots and digital screen locations that align with peak target audience density in each area.
- **Dynamic Social Ads** By utilizing Facebook and TikTok with localized messaging tailored to the user's specific location, the Company reinforces brand recall. This innovation fosters a closer connection between the brand and consumers through personalized content, significantly increasing ad response rates.
- **Dynamic Retail Ads** Point-of-purchase media within 7-Eleven convenience stores serves to trigger immediate purchase intent. Combining eye-catching visuals and audio with dynamic messaging that adapts to specific time periods, this approach stimulates demand at the precise moment consumers are ready to spend, resulting in rapid and highly effective sales conversion.



Real-time Media Connectivity Innovation through the Bus Live Ads Sync Project

Coca-Cola partnered with Plan B to launch the **"Bus Live Ads Sync"** campaign, a pioneering innovation that synchronizes bus wrap advertisements with roadside digital screen displays. This innovation represents a creative synergy between static and digital media, powered by precision location-based technology to deliver highly engaging and interactive communication to consumers. This seamless integration does more than just create a "wow" factor; it increases brand recall frequency at the most opportune moments, transforming Out-of-Home media into a powerful experiential platform. It enables clients to leverage Plan B's media network with maximum efficiency and creative impact.

Clean Energy Collaboration Project with MEA LET ME CHARGE YOUR AD

The Metropolitan Electricity Authority (MEA) initiated a "Collaboration Ads" campaign with various brands, including electrical appliances and Electric Vehicles (EVs), across Out-of-Home media to symbolize the transmission of positive energy and readiness for all forms of electrification. This communication innovation focuses on raising awareness of energy efficiency and sustainability while elevating MEA's brand image as an energy leader driving Thailand toward a fully electrified future. This collaborative innovation expands reach to diverse target groups and directly integrates into urban lifestyles by linking stable electrical infrastructure with eco-friendly products and technologies. This initiative serves as a catalyst in propelling Thai society toward a sustainable and fully electrified future.



Future-Ready Advertising Display Innovation

The Company has launched a pioneering spherical display within the Nextopia project, representing an advanced display innovation designed to deliver a fully immersive 360-degree viewing experience. This innovation transcends the limitations of traditional flat-screen communication, providing brands with a powerful platform to communicate their vision, innovation, and sustainability narratives with greater impact.

The core feature of this spherical display is its ability to support real-time data visualization from the physical world. By integrating scientific data and natural phenomena from global organizations, the system processes and displays information through intuitive virtual visualizations. This not only captivates consumers but also serves as a responsible medium for disseminating environmental and social knowledge to the public.



SOCIAL AND COMMUNITY DEVELOPMENT

Plan B firmly believes that sustainable business growth can only be achieved by growing responsibly alongside the community and society. The Company is committed to operating under a [social, community, and environmental policy](#) that fosters engagement and enhances the quality of life in every area where we operate. We prioritize harmonious coexistence through the creation of shared value and by obtaining social license to operate from local communities, leveraging our advertising media potential and resources to generate maximum benefit for the public.

Social and Community Development Strategy: The 3Ps Approach

1. People – Enhancing Quality of Life and Reducing Social Gaps

- Equal Access to Information Promoting access to news and knowledge through our smart media network, specifically targeting the digital divide for the elderly or vulnerable groups who cannot easily access the internet.
- Economic Opportunity Offering outdoor advertising space at preferential rates for small business owners and Small and Medium Enterprises (SMEs) to stimulate the grassroots economy and enhance the sustainable competitiveness of local communities.

2. Place – Developing Public Spaces and Urban Environments

- Safety Innovation Utilizing smart screen synchronization technology and real-time traffic reporting to alleviate traffic congestion, which significantly contributes to road accident reduction and the substantial mitigation of greenhouse gas emissions from road users.
- Public Emergency Alerts Allocating airtime on digital displays for PM2.5 dust level alerts and government emergency announcements to ensure urban areas remain safe and livable for everyone.

3. Partnership – Fostering Creative Collaborations

- Clean Energy Collaboration Projects Such as the partnership with the Metropolitan Electricity Authority (MEA) to raise awareness of energy efficiency and promote the adoption of electric vehicles (EVs), driving Thai society toward a fully electrified and clean energy future.
- Innovative Learning Spaces for the Planet Such as the NEXTOPIA project, which integrates collaborations with global organizations to display scientific and environmental data, focusing on instilling a mindset of zero-waste management and nature conservation among youth and communities

Community Engagement Approach

The Company follows a structured community development process as follows:

1. **Identification of Relevant Areas** Identifying locations related to business operations, such as billboard sites, structural installations, and marketing activity zones.
2. **Impact and Needs Assessment** Engaging with local authorities, conducting field surveys, and listening to feedback to prevent impacts related to light pollution or structural safety that may disturb the surrounding community.
3. **Collaborative Project Design** Designing initiatives that address mutual goals, aligned with the local context such as road safety, environment, education, or public health.
4. **Measurement and Communication** Monitoring results and communicating outcomes to stakeholders via annual reports, internal communications, and community channels.

Tangible Social and Community Development Projects

The Company focuses on transforming business resources into social value through high-impact projects:

- **Smart Traffic Reporting System** Installing real-time traffic data displays on digital screens in urban areas to support efficient travel planning for the public.
- **Public Interest Media Project** Allocating time on outdoor digital screens to broadcast socially beneficial content, including air quality alerts, government announcements, and educational documentaries, ensuring vital information reaches all sectors equally.
- **SME Support via OOH Media** Providing local SMEs with access to effective advertising media under special conditions to strengthen the grassroots economy by increasing their visibility, thereby stimulating sustainable economic growth within the community.

Key Target Groups for Community Development

To ensure comprehensive coverage of all stakeholder groups, the Company has identified the following primary targets:

- Residents and communities surrounding media installation sites
- Commuters and road users in major urban areas
- Small business owners and SMEs
- Vulnerable groups, including the elderly, persons with disabilities, and underprivileged youth, with a focus on ensuring inclusive access to information
- Local government agencies and non-profit organizations

Medium and Long-term SD Impact Goals

The Company has defined Key Performance Indicators (KPIs) focused on tangible social impact:

- Enhance the quality of life for citizens in at least 20 urban areas within the Company's media network.
- Create a positive impact on no less than 500,000 citizens and community stakeholders per year.
- Allocate at least 10% of total airtime across all media points for public interest communications, reinforcing our image as a creative media provider sustainably responsible to Thai society.



ooH4
PAWS



Open your heart, Open your home

#Finding a forever home for this little one

This campaign aims to support over 2,000 abandoned dogs and cats currently under the care of the Prawet Animal Control Center, operated by the Bangkok Metropolitan Administration (BMA). These animals, once neglected and homeless, are in urgent need of safe, loving homes and families to care for them.

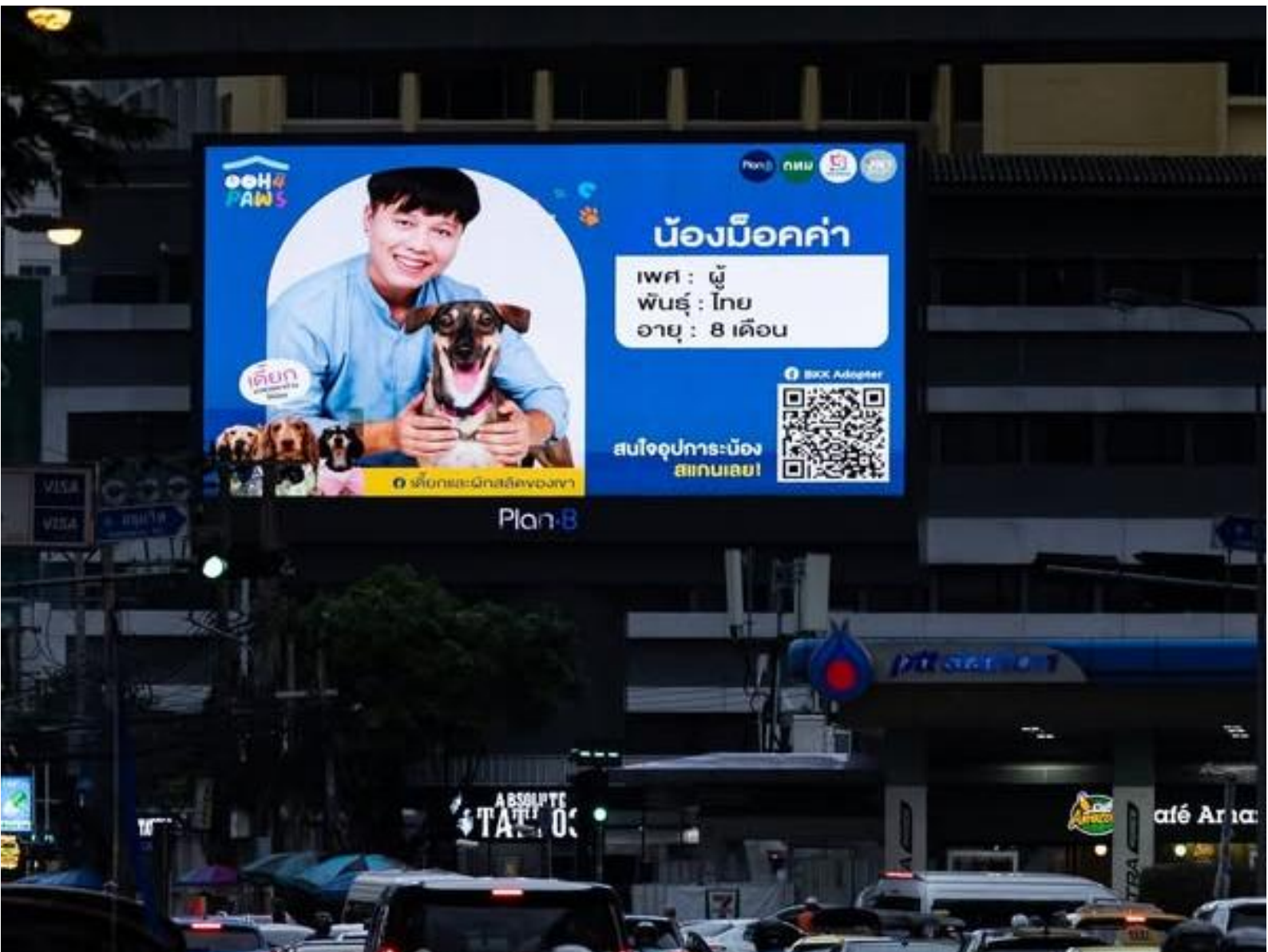


This initiative is a collaborative effort between Plan B Media, the Bangkok Metropolitan Administration (BMA), SOS Animal Thailand, and Dog's Dream, joined by 18 leading pet influencers who have come together to amplify the voices of these animals in need.

In 2024, Plan B Media Public Company Limited initiated the **#OOH4PAWS** campaign under the concept "From Billboards to Loving Homes." This project is a collaboration between Plan B Media, the Bangkok Metropolitan Administration (BMA), SOS Animal Thailand, Dog's Dream, and over 18 prominent pet influencers who served as key advocates for the cause. The campaign aims to help over 2,000 abandoned dogs and cats at the BMA's Prawet Stray Dog Shelter find warm, permanent homes by leveraging the power of Out-of-Home (OOH) media to raise public awareness about the importance of adopting stray animals.

The campaign utilized an Offline-to-Online (O2O) strategy, showcasing the adorable images of these animals across more than 650 of Plan B's digital screens and over 1,200 7-Eleven convenience store outlets throughout Bangkok. Each advertisement featured a QR Code, allowing interested individuals to scan and immediately begin the adoption process. The initiative also expanded its reach via social media channels to engage a wider target audience.

The **#OOH4PAWS** campaign achieved exceptional results, generating over 1,081 million impressions through OOH media, over 1.7 million social media engagements, and reaching up to 85 million people. Most significantly, adoption rates from the shelter increased by more than 400% compared to normal periods. This success reflects the power of advertising media in driving society toward compassion and genuine sustainability.



SOCIAL AND PUBLIC INTEREST PROMOTION

Plan B defines its corporate social responsibility initiatives and social development activities to align closely with its business objectives and operational nature. In 2025, the Company focused on projects addressing diverse social needs through a transparent selection process centered on tangible, long-term outcomes. These include public health improvements, educational development support, assistance for various foundations, and the promotion of environmental protection awareness. This approach integrates the Company's core capabilities to collaboratively drive a sustainable society.

Social Budget Allocation Guidelines

To ensure comprehensive coverage across all dimensions, the Company categorizes its social support and donations into three primary pillars:

1. Public Charity The Company focuses on providing urgent assistance and relief to the underprivileged by supporting foundations and charitable organizations to enhance the quality of life for vulnerable groups. Examples include providing aid to flood victims in Southern Thailand, supporting refugees displaced by conflict, and contributing to rural child development funds to create sustainable self-reliance opportunities.

2. Public Interest The Company supports projects that benefit the community and the environment, focusing on public health system improvements and sustainability awareness campaigns. Leveraging our core strength in advertising media, we serve as a vital channel for disseminating government news and essential announcements to all levels of society, establishing a foundation for safe cities and an improved quality of life for all.

3. Education and Sports The Company focuses on developing youth potential and creating learning opportunities alongside well-being, which are fundamental to human capital development. We provide support to various sports associations to elevate youth skills to international standards and contribute to the development of community hospitals and healthcare facilities, such as the Wat Suwannaphum Phutthachayanti Health Hospital, to improve access to quality medical services. Additionally, the Company supports local charity sports events to raise funds for social causes and cultivate health consciousness among the general public.

Performance Summary and Support Governance

In 2025, Plan B provided support across these three pillars totaling over 16 million Baht. The Company intends for these contributions to play a key role in strengthening the economy, society, and the environment. Furthermore, the Company maintains a strict policy of neutrality, refraining from supporting campaigns related to political organizations, individuals, or any politically motivated groups to ensure absolute transparency and uphold the highest standards of corporate governance.

TALKABLE BUS SHELTER

In 2024, Plan B continued its commitment to community engagement through "The Talkable Bus Shelter" project. This initiative supports equal access to public services for the visually impaired, developed through a collaboration between Plan B Media Public Company Limited and FWD Insurance. The project integrates intelligent voice technology with innovative bus shelter design.

The service is currently active at 10 key locations across Bangkok, including the Bangkok School for the Blind, Ramathibodi Hospital, CentralWorld, and Chatuchak Park, covering 46 major bus routes. The development was informed by insights from interviews with visually impaired individuals under the care of the Foundation for the Blind in Thailand, as well as statistics from the Department of Empowerment of Persons with Disabilities, which recorded 184,622 visually impaired individuals in Thailand as of March 31, 2023.

Social Benefits


- **Strengthening Equal Travel Opportunities** Enables the visually impaired to accurately identify bus numbers, reducing the risk of missing transit and enhancing safety in public transportation.
- **Enhancing Quality of Life** Provides easier access to workplaces, educational institutions, and various services, empowering individuals to lead independent and dignified daily lives.
- **Building a Sustainable Inclusive Society** Promotes the concept of Universal Design and fosters a supportive society that values diversity.

Business Benefits

- **Increasing Media Attractiveness** Integrating innovation and assistive technology enhances the positive image of these locations, making these bus shelters stand out from standard media. This has resulted in a higher Occupancy Rate and the opportunity to set premium pricing approximately 5–10% higher than conventional shelters.
- **Reducing Community Engagement Costs** By integrating CSR directly into the core business model, the Company creates a tangible social impact that reduces the need for separate, high-cost CSR activities, effectively lowering hidden costs and increasing the ROI of social initiatives.
- **Attracting Corporate and ESG Campaign Clients** Many leading brands prioritize ESG and seek like-minded partners. This project serves as a key selling point to attract new clients, particularly in the banking, insurance, and FMCG sectors looking to link their campaigns with clear social impacts, thereby expanding the ESG-driven client portfolio.
- **Strengthening Leadership in Corporate Social Responsibility** A strong public and investor perception as a socially responsible leader enhances Goodwill and Brand Equity, increasing credibility with business partners and indirectly supporting long-term shareholder value.

- **Enhancing Stakeholder Engagement** Collaborating with the public sector, NGOs, and communities allows the Company to play a strategic role with key decision-makers, securing a stable "Social License to Operate" in operational areas.
- **Supporting Sustainability Strategy** This project directly aligns with the UN Sustainable Development Goals (SDGs), specifically SDG 10 (Reduced Inequalities) and SDG 11 (Sustainable Cities and Communities), providing robust data for ESG reporting to attract sustainable investment.

Following the excellent response in its inaugural year, Plan B plans to continuously expand and evolve the "Talkable Bus Shelter" innovation to cover more areas, reinforcing the Company's commitment to being an integral part of a society where everyone can live to their full potential.

วิถีชีวิตการเดินทางของผู้พิการทางสายตาที่ให้สัมภาษณ์ส่วนใหญ่

เส้นทางที่ใช้ประจำ
บ้านและที่ทำงาน
 ความถี่ในการเดินทางด้วยรถเมล์ไปที่ต่างๆ
8 ครั้ง/สัปดาห์
 ความถี่ในการใช้เส้นทางที่มีป้ายรถเมล์พูดได้ติดตั้งอยู่
5 ครั้ง/สัปดาห์



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จุดหมายการเดินทาง

Category	Percentage
ที่ทำงาน (Workplace)	44%
บ้าน (Home)	41%

Source: ข้อมูลจากการสัมภาษณ์ชาวคนไทยที่พูดภาษาไทย จำนวน 32 คน ในช่วง วันที่ 25 มกราคม 2567 - 7 กุมภาพันธ์ 2567

Source: "The Talkable Bus Shelter ป้ายรถเมล์พูดได้" โดย FWD ประกันชีวิต ตอบโจทย์ด้านความเท่าเทียม ยกระดับการเดินทางของผู้พิการทางสายตา <https://www.brandbuffet.in.th/2024/05/fwd-the-talkable-bus-shelter/>

ประสบการณ์การใช้งานป้ายรถเมล์พูดได้



80% เคยได้ยิน หรือทราบถึง "ป้ายรถเมล์พูดได้"

70% รู้สึกสะดวก เพราะรู้ว่ารถเมล์ สายไหนกำลังมา ช่วยให้ไม่ขึ้นผิดสาย

94% เคยใช้ หรือมีประสบการณ์ กับ "ป้ายรถเมล์พูดได้"

63% ช่วยให้ผู้พิการทางสายตา ขึ้นรถเมล์ เองได้ และพึ่งพาตนเองได้มากขึ้น

ความรู้สึกในด้านบวกของการมีป้ายรถเมล์พูดได้ คือ

"ความสะดวกที่รู้ว่ารถเมล์สายไหนกำลังจะเข้ามา

ได้เตรียมตัว ลดโอกาสการขึ้นรถเมล์ผิดสาย ไม่เสียเวลาคนอื่น และรู้สึกดีที่ได้พึ่งตัวเอง ไม่เป็นภาระคนรอบข้าง"

ข้อมูลนี้มาจากการสัมภาษณ์อาสาสมัครในเขตกรุงเทพมหานคร จำนวน 32 คน ในช่วงวันที่ 25 มกราคม 2567 - 7 กุมภาพันธ์ 2567

Source: <https://www.marketingoops.com/campaigns/local-campaigns/the-talkable-bus-shelter/>



Transforming Advertising Media into a Preliminary Health Screening Tool

The Company collaborated with Praram 9 Hospital to create a groundbreaking public relations medium that transcends traditional advertising, serving as a **"Self-Eye Screening Tool"** through the **"Eye-Diagnostic Billboard"** campaign. Utilizing large-scale digital screens in the city center, the campaign simulates symptoms of vitreous detachment (eye floaters)—a silent threat caused by modern digital lifestyles involving prolonged use of smartphones and tablets. This innovation allows commuters to detect abnormal symptoms within 15 seconds, such as seeing cobweb-like structures or floating dark spots, which are critical warning signs that can lead to permanent vision loss if left untreated.

Applying Global Data to Raise Awareness

This project incorporates data from the World Health Organization (WHO) to underscore the gravity of current global health trends, which indicate that a massive portion of the population is facing severe vision risks. The Company designed three distinct ad formats based on medical accuracy to simulate actual patient symptoms under varying light conditions. Consequently, this advertisement functions as a "Public Health Warning Signal," urging the public to prioritize professional eye examinations before it is too late.

Social Impact

- **Public Health** Reduces the risk of vision loss by providing preliminary screening accessible in public spaces.
- **Media Innovation** Demonstrates the potential of Out-of-Home (OOH) media to serve as an accessible and modern health information infrastructure.
- **Sustainability** Reflects the Company's mission to create value-driven and socially responsible content by tangibly transforming commercial spaces for the benefit of urban well-being.



Advertising Content and Promotional Responsibility

GRI 3-3, 417-1, 417-2, 417-3

As a leader in the Out-of-Home (OOH) media industry, Plan B is deeply aware of its role in reaching vast audiences and communities. The Company places a high priority on content governance to ensure that all public presentations are accurate, truthful, and compliant with legal standards, ethics, and social norms.

To mitigate risks related to complaints, recalls, or legal penalties, Plan B has established an [Advertising Content and Promotional Responsibility Policy](#). This policy defines clear operational guidelines covering advertising ethics, fact-checking, and legal compliance through four core pillars:

1. Accuracy and Transparency of Information

The Company rigorously audits advertising content to ensure information is accurate, transparent, and truthful. Both verbal and written content must be appropriate and respect the safety and privacy of media users. Furthermore, advertisements must clearly cite data sources or publications to allow for factual verification.

2. Compliance with National Laws and Regulations

Plan B strictly adheres to national laws, regulations, and the specific mandates of licensing authorities or property owners where media is installed. Any expression that violates these laws or regulations will be immediately suspended from all of the Company's media platforms.

3. Protection of Privacy Rights and Intellectual Property

The Company prioritizes personal rights and factual integrity. Any imagery or content referring to living individuals, or attributes similar to licensors or property owners, must obtain written consent before broadcast. Additionally, content must not infringe upon the trademarks, patents, or copyrights of others without written authorization, upholding international ethical standards.

4. Promotion of Safety and Cultural Sensitivity

The Company is committed to prohibiting the dissemination of media that incites hatred, discrimination, harassment, or violence in any form. Strict measures are in place to prevent and censor inappropriate content, such as pornography, tobacco products, alcoholic beverages, weapons, and gambling, as well as content that promotes discrimination based on race, religion, gender, age, or disability. Furthermore, the Company remains sensitive to cultural nuances and implements age-screening measures and appropriate time-slot scheduling in each area, particularly in locations frequented by children and youth.

Industry Sustainability Operations

Plan B adheres to the principle that all advertising media must undergo a comprehensive screening and verification process before actual publication. The Company explicitly states in business agreements with partners that content must strictly comply with this responsibility policy. This robust content governance not only helps mitigate operational risks but also strengthens stakeholder confidence and elevates the advertising media industry toward truly ethical and sustainable growth.



Redefining Advertising as the Power of Giving: The "3% Red Ads" Project

The Company collaborated with the Thai Red Cross Society and leading global brand partners to launch the "3% Red Ads" campaign. This initiative aims to raise awareness of the critical blood shortage crisis, as currently, only 3% of the eligible population nationwide are blood donors. By creatively reducing the red elements in advertisements to just 3%, the campaign visually reflects this statistical reality and encourages the public to recognize the importance of recruiting new donors and fostering regular blood donation habits.

Integrating OOH and Online Media for Widespread Impact

The Company leveraged its extensive network of indoor and outdoor digital screens—including those in shopping malls, office buildings, and along major roads—to generate nationwide awareness. This marked a milestone in the advertising industry, as diverse brand partners simultaneously adapted their visual identities on the same media platforms for a social cause. This effort was synchronized with online media to directly reach target audiences and drive tangible behavioral change.

Plan B's Role as a Catalyst for Sustainability

- **Social Impact** Supporting the increase of blood reserves to meet daily medical demands and save lives.
- **Collaborative Leadership** Demonstrating the Company's role as a central link between the public sector, private enterprises, and the general public to solve national-level issues.
- **Innovation in Communication** Transforming commercial advertising into a medium for public education and a platform that provides life-saving opportunities for fellow human beings.



SUSTAINABILITY PERFORMANCE: SOCIAL RESPONSIBILITY AND COMMUNITY DEVELOPMENT

GRI 413-1, 306-2, 201-1, 415-1, 413-2, 2-29, 204-1

Sustainability Key Performance Indicators (KPIs)

Plan B recognizes that long-term organizational strength depends on healthy relationships with communities, society, and the environment. The Company is committed to operating responsibly, not only through its core business but also by creating shared value with stakeholders at all levels.

- **Employee Engagement Goals:** The Company set a corporate KPI for community engagement, targeting 500 hours of employee volunteer work. In 2025, employees across all levels exceeded this target, contributing over 1,000 volunteer hours toward community value-creation activities, reflecting the deep commitment and public spirit of our personnel.

Social Responsibility and Community Development

- **Community Investment through Circular Economy**
 - "Upcycling Waste Vinyl for Careers" Project. Old banners are transformed into functional products like bags to generate local income and reduce industrial waste. Collaborations include the Nonthaburi Protection Center for the Destitute and the Thung Setthi Community Enterprise in Khon Kaen.
- **Social Support and Donations**
 - In 2025, the Company donated advertising space to various foundations valued at over 30 million Baht. Additionally, it provided financial support and resources for volunteer projects, sports activities, education, and community development totaling over THB 16mn.
 - The Company maintains a strict policy of no political contributions, providing no financial or in-kind support to political parties or officeholders. Furthermore, a rigorous background check process for recipient organizations is in place to prevent corruption and conflicts of interest, adhering to corporate governance principles.

Governance and Community Engagement Process

In 2025, the Company received zero complaints regarding its impact on the community, society, or the environment, due to its continuous community care processes and adherence to relevant regulations.

- **Systematic Engagement** The Company provides transparent project details to solicit community feedback both before and after operations. It also establishes representative committees from various sectors to monitor performance and provide ongoing recommendations.
- **Human Rights & Local Employment** Operations respect human rights and local community interests. The Company boosts the local economy by hiring local labor and procuring from community entrepreneurs to ensure inclusive economic growth.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

GRI 201-1, 413-1



Thailand Together As One Project

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 offer moral support to medical and non-medical personnel as they navigated this crisis together.



Food for Heroes Project

The Company allocated media space to support the "One Box of Encouragement" initiative, promoting the delivery of high-quality meals to frontline medical personnel battling COVID-19.



Public Interest Information Dissemination

The Company allocated its advertising media space to serve as a central channel for publicizing public interest news during the COVID-19 pandemic. This included reporting news and

infection statistics to educate the public and prepare them for the virus's spread, as well as collaborating with the Thai Red Cross Society to post invitations for blood donations due to a continuous accumulated blood shortage that left hospitals nationwide with insufficient supplies.



"63 Baht Against COVID-19" Project

Plan B Media Public Company Limited collaborated with the Thai Red Cross Society by providing media space to publicize public interest information, inviting the public to donate "63 Baht of Power and Kindness" to transform the hardships of 2020. The donations were used to provide COVID-19 relief kits and cooked meals from the Thai Red Cross mobile kitchen to help, prevent, and heal those affected by the pandemic.



Partnering as a Public Relations Channel for Blood Donation for the Thai Red Cross

The Thai Red Cross Society invited the Company to participate as a partner in recruiting and promoting blood donors. This initiative was recognized by Her Royal Highness Princess Maha Chakri Sirindhorn for a period of 2 years starting October 15, 2020. Following the Company's publicity inviting Thais to donate blood at the National Blood Center via its Out-of-Home media

channels, blood donation volumes increased significantly.



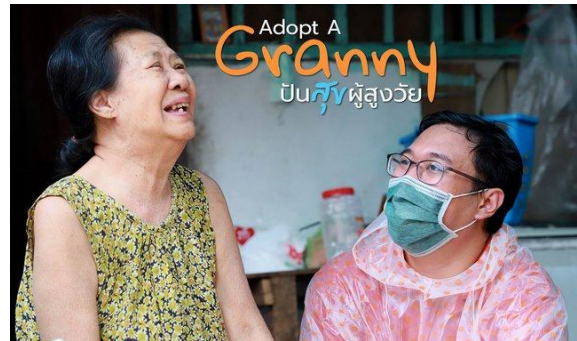
Fight Forest Fires... Save Lives

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). Additionally, the Company helped promote SME restaurants on its 250 screens nationwide from July 12 to August 12, 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, helping them promote their restaurants via the Company's advertising screens.



 **The Public Relations Channels for the Thai Red Cross Society**

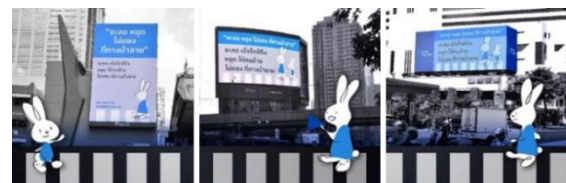
The Thai Red Cross Society has invited the Company to encourage people to donate blood, a

campaign endorsed by Her Royal Highness Princess Maha Chakri Sirindhorn for two years, commencing on 15 October 2021. This was after the Company had publicised and invited Thai people to donate blood at the National Blood Centre and the Thai Red Cross Society through its out-of-home media, resulting in a significant increase in blood donations.



 **Rabbit Crossing**

The "Rabbit Crossing" campaign aims to promote road safety and was launched by friends of Dr. Kratai (Rabbit), the late doctor, and Ms. Waraluck Supawatjariyakul. This social group seeks to raise awareness and launch a campaign about using pedestrian crossings, ensuring that all road users understand the importance of stopping pedestrians from crossing and that every road user recognises the need for strict adherence to this rule. 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 participated in campaigning and disseminating knowledge via Plan B media for this project, led by Dr. Kris Chatamra, Head of the Queen Sirikit Centre for Breast Cancer, and Khunying Finola Chatamra. The campaign provides accurate knowledge about breast cancer to Thai women, emphasizing that “every woman has a chance of developing breast cancer.” This was the first such campaign in Thailand, running since 2007, communicating through photos of voluntary honorary ambassadors from all levels of society.



Run for Blood 2023

The Company collaborated with the National Blood Center to publicize the “Run for Blood 2023” Virtual Run project. The event demonstrated the power of giving to help patients, with proceeds supporting the purchase of tools and equipment for the operations of the National Blood Center.



“Baan Nok Kamin Foundation” Project

The Baan Nok Kamin Foundation was founded in November 1989 by Mr. Erwin Groebli, a Swiss missionary who encountered a group of homeless children in the Ramkhamhaeng area of Bangkok. Feeling compassion for the children, he rented a

room for them to stay. As more homeless children joined, a formal foundation was established, which continues its operations to this day.



“SOS Children's Villages Thailand under the Royal Patronage of H.M. the Queen”

The Company participated in publicizing SOS Children’s Villages Thailand under the Royal Patronage, which has been helping Thai children who lack parents and relatives since 1971.



“A New Home for Orphans to Foster Families at Baan Nok Kamin” Project

The Company collaborated with the Baan Nok Kamin Foundation to publicize the foundation’s work in helping orphans and promoting their access to education.




 **“Because Everyone is a Hero” Project**

The Company supported public relations media for the World Vision Foundation of Thailand to support their child sponsorship project.



global emergencies, including natural disasters, poverty, epidemics, and malnutrition.



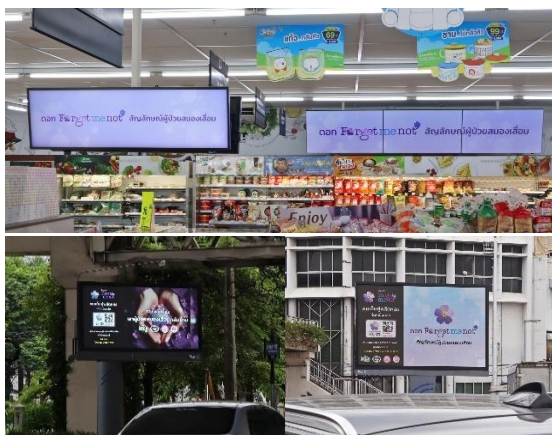
 **“Reason: Every Reason for Giving is Always Great” Project by World Vision Thailand**


The Company supported media for World Vision Foundation of Thailand’s campaign to raise awareness about inequality and the violence that children and youth are currently facing.



 **“Thais Care for Dementia Patients” Project**

JS100 Radio organized the “Thais Care for Dementia Patients” project to create a society of kindness and safety for dementia patients, using the “Forget Me Not” flower symbol. The project assists both Thai and foreign dementia patients who have wandered off to return home safely.




 **“Blood Connect: Connecting Lives... So Every Life Can Move Forward” Project**

The National Blood Center of the Thai Red Cross, in collaboration with the Marketing Association of Thailand and the Advertising Association of Thailand, organized this project to campaign for blood donations among youth, highlighting the importance of giving.

 **“A Better Tomorrow, Today” Project**

The Company supported advertising media for the “A Better Tomorrow, Today” project organized by UNICEF to celebrate World Children's Day and National Children's Day. It participated in providing humanitarian aid to children and families facing



 **“Pink Park Run 2025” by the Queen Sirikit Centre for Breast Cancer Foundation**

The Company helped promote the PINK PARK RUN 2026 charity run to raise funds for the construction and operation of “Pink Park Village.” This is a project under the Queen Sirikit Centre for Breast Cancer, King Chulalongkorn Memorial Hospital, Thai Red Cross, founded by Dr. Kris Chatamra.



 **“Kao Duay Dharma” 9th Charity Run 2025**

The Company participated in the 9th “Kao Duay Dharma” Charity Run for the year 2025. The donations were distributed to 19 hospitals nationwide for medical purposes and urgent treatment, providing direct assistance to people in remote areas and impoverished patients to access much-needed medical care.



 **Breast Cancer Screening Activity by Kanchanabaramee Foundation**

The Company publicized free breast cancer screening activities for the public, organized by the Kanchanabaramee Foundation.



 **“Best Gift” Project by World Vision Foundation of Thailand**

The Company participated in publicizing the “Best Gift” project to help children, families, communities, and disaster victims. The goal is to promote life-changing improvements regardless of religion, nationality, or gender.



SOCIAL AND COMMUNITY DEVELOPMENT THROUGH CSR ACTIVITIES

GRI 201-1, 413-1



Smiles Bag Project

The Company, in collaboration with partners and volunteers, delivered 30,000 "Smiles Bags" containing essential supplies to victims in affected communities. The initiative reached over 83 communities, including households and various relief points across Bangkok and other provinces.



AirAsia Fly to Dream Football Clinic 2020

This project provided basic football training to underprivileged youth, led by Thailand national team coach "Issara Sritaro" (AFC Pro License). The initiative included donating footballs and special scholarships to Baan Khon Yung School in Udon Thani for 30 participants aged 12-16. Additionally, all proceeds from the auction of national player "Sarach Yooyen's" match-worn jersey (BG Pathum United) were donated to "Baan Udon Thani," a shelter providing care and protection for boys and girls in the province.



Donation of 30,000 Sets of Rice and Survival Kits

Plan B, alongside partners and volunteers, acted as a small force of support for the Thai people by distributing over 30,000 sets of rice and snacks to various communities across Bangkok. This project aimed to share encouragement and stand in solidarity with all Thais to overcome challenging times together.



Initiative Blue Day: The "OOH for Happiness" Project

Initiative Thailand, led by CEO Dr. Sorakiat Kanchanaprat and BPN Thailand, teamed up with Plan B Media, Pinnshop, and Khun Top Pipat Apirakthanakorn for "Initiative Blue Day." The project supported the Fuang Fa Pattana community by upcycling unused advertising vinyl to renovate residences. The program also included training residents to sew bags from vinyl waste to generate local income. This creative initiative

aimed to improve living conditions, provide sustainable vocational skills, and ensure steady income from waste materials, aligning with the Company's environmental sustainability mission.



 **"Voice of the Heart" Project**

Recognizing that audiobooks are vital for the visually impaired, Plan B collaborated with Vulcan to produce audiobooks. These resources were delivered to the visually impaired through the "Benyalai Online Library."



 **Luncheon for Visually Impaired Children**

Valuing the well-being of visually impaired youth, Plan B organized a donation drive for consumer goods and hosted a luncheon for students at the Bangkok School for the Blind to support and encourage the children.



 **Talkable Bus Shelter**

Plan B collaborated with FWD Insurance to launch the "Talkable Bus Shelter" project. Using innovative smart voice technology, the project assists individuals with visual impairments in navigating 46 public bus routes safely and independently.



 **Blood Donation: One Giver, Many Receivers**

Plan B partnered with the Thai Red Cross Society to host mobile blood donation units at the Plan B Tower. In 2024, four donation sessions were held on January 29, April 29, July 31, and November 4.





Consumer Goods Support for the Elderly and Disabled

Plan B consistently provides essential consumer goods to various foundations and public interest organizations to support the daily needs of the elderly and persons with disabilities.



Blood Donation: One Giver, Many Receivers

Continuing its partnership with the Thai Red Cross Society, Plan B hosted mobile blood donation units at Plan B Tower. In 2025, three sessions were held on January 31, April 29, and July 31.



Plan B Volunteers: Southern Flood Relief

Plan B employees united to prepare over 2,000 relief bags for flood victims in Southern Thailand, providing essential aid for the recovery and rehabilitation of affected communities.



Volunteers for Greening Ploenchit Park

Plan B employees collaborated in a tree-planting activity to increase green spaces at Suan Ploenchit, contributing to the improvement of urban environmental quality.



COLLABORATIVE COMMUNITY DEVELOPMENT FOR SUSTAINABLE INCOME AND CAREERS

The Company is committed to driving community development under the principle of **"Growing Together with the Community"**. We have shifted our role from being a mere supporter to a **Partner in Creating Shared Value**, aiming to generate economic opportunities and tangibly reduce inequality through the following comprehensive operational frameworks:

1. 3C Strategic Framework for Sustainable Community Development

The Company leverages its innovation and media networks to drive community progress:

- **Strengthening the Grassroots Economy (Community)** Supporting career creation for key target groups, including the elderly, persons with disabilities, community enterprises, and the destitute in remote areas. We focus on integrating local wisdom with modern market demands to ensure stable income for communities and reduce labor migration to big cities, which is essential for strengthening local societies.
- **Enhancing Skills and Innovation (Capability)** Promoting the transfer of business management knowledge, skill development, and the use of innovation to add value to products. The Company aims to elevate community members from mere producers to local entrepreneurs capable of self-reliance and long-term sustainable competition.
- **Forging Multi-Sector Partnerships (Collaboration)** Creating a collaborative ecosystem with government agencies, academic institutions, and civil society to integrate diverse resources and knowledge to address social issues sustainably.

2. Market Access via Smart Media Networks

The Company utilizes its greatest strength **"Out-of-Home (OOH) Advertising"** as a storefront and public relations channel for community products and enterprises nationwide. By allocating advertising space to help local goods reach a broader consumer base, we directly address the critical challenge of market access. This initiative maximizes the utility of our core resources to create tangible and sustainable trade opportunities for local communities.

3. Impact and Governance Assessment

To ensure transparency and maximize benefits, the Company has established the following operational standards:

- **Impact Management** Regularly assessing and monitoring the operational areas surrounding media installation points to ensure that the business and the community coexist harmoniously and supportively.
- **Governance and Site Selection** Implementing a transparent selection process for target areas and communities, adhering to a policy of political neutrality, and prioritizing areas that are genuinely in need of assistance.

"Upcycling Waste Vinyl for Career Creation" Project

Plan B prioritizes efficient resource management and grassroots economic development through the "Upcycling Waste Vinyl for Career Creation" project. By transforming expired vinyl banners into high-value products, the Company reduces industrial waste while providing supplementary income and vocational training for local communities.

Innovative Transformation for New Value

Used vinyl materials are distributed to communities for upcycling into products such as bags, totes, and everyday items. The Company provides both the raw materials and design knowledge to ensure the products meet modern market demands.

Project Outcomes and Benefits

1. **Industrial Waste Management** Successfully diverted over **18,802 square meters** of used vinyl from landfills, tangibly driving a circular economy model within the advertising industry.
2. **Income Generation** Community members and grassroots economic groups earned a supplementary income of approximately **2,000–3,000 Baht/month** per person from producing and selling upcycled vinyl products.
3. **Skill Development & Self-Reliance** Residents received training in sewing, design, and marketing, empowering them with sustainable vocational skills and long-term self-reliance.
4. **Corporate Governance** Reflects Plan B's commitment to environmental and social stewardship, strengthening stakeholder trust.

Social Collaboration Networks

The Company partners with diverse organizations to ensure opportunities reach those in need, including:

- **Nonthaburi Protection Center for the Destitute** Creating career opportunities for underprivileged groups.
- **Thung Setthi Community Enterprise, Khon Kaen** Supporting regional community economies.
- **Local Partner Networks Nationwide** Expanding positive impacts across all operational areas.

Impact Analysis and Value Creation

The Company focuses on measurable success across environmental, social, and business dimensions:

1. Quantitative and Social Impacts

- **Environmental Stewardship** Reduced negative environmental impact by preventing the landfilling of over 18,802 square meters of vinyl annually.

- **Economic Inclusion** Distributed income to vulnerable groups, including the destitute and elderly, effectively reducing local economic inequality.
- **Resource Optimization** Maximized the product life cycle by turning waste into affordable, functional items like document sleeves and bags.

2. Business Value Creation

- **Strategic Partnerships** Strengthened the bond between the private sector and local communities.
- **Cost Efficiency** Lowered waste disposal costs by diverting materials to community upcycling programs.
- **Sustainability Innovation** Created opportunities for creative collaborations, such as producing premium recycled gifts for clients and partners, directly communicating the Company’s eco-conscious brand image.

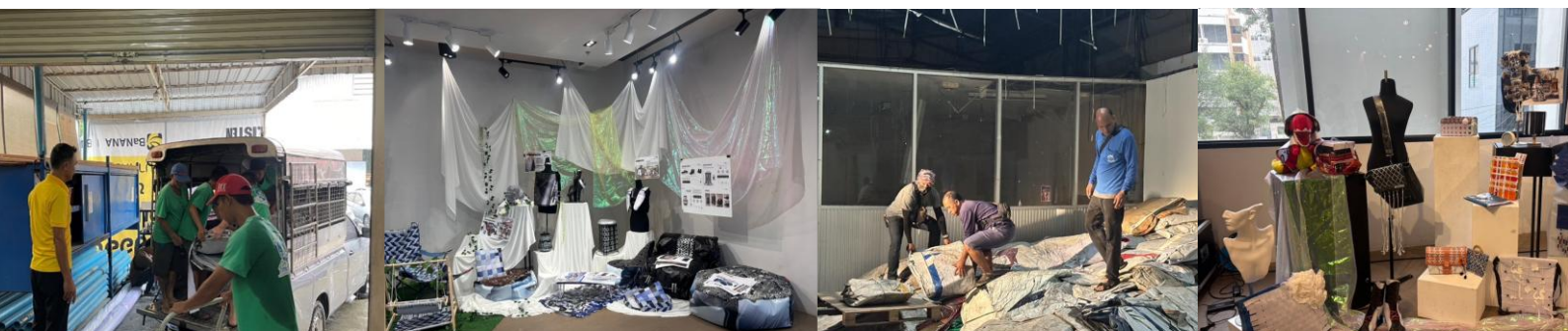
Historical Performance of Waste Material Management

The Company continuously monitors and records the volume of used vinyl banners repurposed for value-added initiatives. This tracking reflects our resource management efficiency in alignment with circular economy principles. The performance data is as follows:

Year	2021-2022	2023	2024	2025	Total
Volume of Repurposed Vinyl (sq.m.)	5,036	18,585	23,668	18,802	66,091

Through five years of continuous project implementation, the Company has diverted a cumulative total of 66,091 square meters of vinyl waste from landfills. Key highlights demonstrating our sustainability impact include:

- **Project Continuity** Maintaining high standards in material repurposing volumes reflects an efficient supply chain management system, spanning from the collection of materials after advertising campaigns to the community-led upcycling process.
- **Cumulative Positive Impact** Repurposing over 60,000 square meters of vinyl does more than mitigate environmental impact; it represents the creation of jobs and the distribution of income to partner communities on a clearly expanding scale.
- **Adaptive Management** The Company assesses waste volumes based on actual annual advertising media cycles to strategically plan material transfers. This ensures alignment with the production capacity of local occupational groups, fostering sustainability in both environmental dimensions and the grassroots economy.



ENVIRONMENTAL DIMENSION



ENVIRONMENTAL MANAGEMENT AND CLIMATE STRATEGY DRIVE

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

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> Established a policy to continuously improve energy efficiency, with a goal to reduce electricity consumption per unit area by 10% by 2031 compared to the 2021 baseline. 	<ul style="list-style-type: none"> Committed to efficient energy management in common areas and air conditioning systems, targeting a 5% energy reduction in 2026 compared to the 2024. 	<ul style="list-style-type: none"> Continuously replacing lighting in advertising media with energy-saving bulbs and currently implementing solar power systems at pilot sites to reduce grid reliance.
<ul style="list-style-type: none"> Maximizing resource utility by repurposing used or expired vinyl banners and bus wrap stickers, with a target to increase value-added design by 10% annually. 	<ul style="list-style-type: none"> Aim to repurpose more than 25,000 sq.m. of used materials per year through innovative upcycling initiatives with partners and communities. 	<ul style="list-style-type: none"> Scaled value-added material transformation projects, creating new products from used vinyl banners in collaboration with strategic partners.
<ul style="list-style-type: none"> Target 100% Green Procurement for all major material purchases by 2030 to mitigate environmental impacts from the start of the supply chain. 	<ul style="list-style-type: none"> Conduct environmental and social assessments for Tier-1 Suppliers based on the Supplier Code of Conduct, covering 100% of new suppliers in 2026. 	<ul style="list-style-type: none"> Upgraded Greenhouse Gas (GHG) measurement standards from Scopes 1 and 2 to include Scope 3, ensuring transparent monitoring across the entire business value chain.
<ul style="list-style-type: none"> Striving to achieve the Zero Waste to Landfill goal by maximizing the reintegration of materials into the production process. Additionally, conducting biodiversity impact assessments for 100% of new media installations to maintain the balance of local ecosystems. 	<ul style="list-style-type: none"> Promoting energy-saving behaviors among employees through internal training and awareness campaigns. 	

The Company recognizes that climate change is a significant global risk that impacts long-term business and social stability. We are committed to operating under our climate and environmental policies by integrating ESG (Environmental, Social, and Governance) principles directly into our corporate strategy. Our goal is to build Climate Resilience and enhance quality of life through maximum resource efficiency. We focus on mitigating environmental impacts throughout the entire value chain under the Circular Economy framework and prioritize transparency by disclosing information in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) to ensure accountability to all stakeholders.

Environmental and Climate Governance Structure

The Company has established clear roles for the Board of Directors and Senior Management (C-Level) to oversee environmental management systematically. This structure is designed to effectively manage risks and seize opportunities related to the environment and climate change, ensuring that ESG principles are fully integrated into the corporate strategy.

Board of Directors	<ul style="list-style-type: none"> • Approves the organization's strategic direction for managing climate-related risks and opportunities, including setting Greenhouse Gas (GHG) reduction targets. • Reviews and approves the annual corporate environmental and climate risk management plan, ensuring alignment with the Company's long-term strategy. • Regularly monitors operational performance and progress on climate change response measures.
Risk Management Committee	<ul style="list-style-type: none"> • Identifies, analyzes, and assesses climate-related risks, including physical risks e.g., natural disasters and transition risks e.g., environmental policies or laws. • Considers the linkage between risks and business operations, and proposes risk management plans aligned with corporate strategy. • Monitors and reviews climate risk levels, and recommends adaptation or mitigation measures for key stakeholders.
C-level Executives	<ul style="list-style-type: none"> • Translates climate risk management policies into practical operations by integrating them into business planning, operations, and strategic decision-making. • Supports investment in projects that reduce GHG emissions, such as low-carbon technology systems. • Regularly reports operational results and progress in climate risk management to the committees and proposes improvements based on situations and external requirements.
Sustainability Committee	<ul style="list-style-type: none"> • Considers and proposes directions for driving responses to climate change issues, focusing on alignment with corporate strategy and international trends. • Oversees various departments to ensure compliance with climate impact reduction guidelines and closely monitors performance results. • Consolidates and reports data on decarbonization efforts and climate risk management to the Board of Directors.

Note: *Mr. Prasong Jarungbenjatham serves as the Chief Financial Officer and is a member of the Corporate Governance and Sustainability Committee of Plan B Media Public Company Limited. He plays a vital role in overseeing and managing risks, as well as identifying opportunities related to the Company's climate change initiatives with high efficiency.

Strategy and Proactive Operations

The Company is committed to reducing both direct and indirect environmental impacts by integrating environmental guidelines into our corporate strategy. We have established measurable short-term and long-term targets, focusing on four key areas:

1. Energy Efficiency and Low-Carbon Innovation

We are transitioning our lighting systems and advertising displays to energy-efficient LED technology to reduce operational costs and our long-term carbon footprint.

- **Operational Approach** Studying and planning the installation of solar power systems at advertising sites to increase the proportion of renewable energy usage.
- **Target** Reduce electricity consumption by at least 10% by 2030, compared to the 2021 baseline.

2. Waste Management and Circular Economy

Promoting maximum resource efficiency under the 3Rs (Reduce, Reuse, Recycle) framework.

- **Operational Approach** Implementing projects to transform vinyl banners into upcycled products and collaborating with supply chain partners to reintegrate installation waste into a comprehensive recycling process. This includes elevating our standards toward Green Procurement by selecting suppliers with clear environmental policies to mitigate impacts from the start of the production process.
- **Target** Achieve Zero Waste to Landfill by 2027 and implement systematic waste sorting throughout the organization.

3. Climate Change Response

The Company has begun monitoring Greenhouse Gas (GHG) emissions across Scope 1 and Scope 2, aiming to elevate management practices to international standards.

- **Operational Approach** Expanding GHG emissions measurement to include the supply chain (Scope 3) in the next phase to reflect comprehensive environmental responsibility.
- **Target** Reduce GHG emissions by at least 15% by 2030, compared to the 2024 baseline.

4. Building Environmental Culture and Ecosystem Protection

The Company focus on driving sustainability from the organization's foundation by raising employee awareness while managing impacts on ecosystems in our operational areas.

- **Operational Approach** Organizing awareness activities that empower employees at all levels to propose green innovations and resource efficiency ideas, embedding corporate goals into daily work culture. Additionally, we have established Biodiversity Assessment measures before media installations, especially in ecologically sensitive areas, to prevent habitat disruption and promote harmonious coexistence with nature.
- **Target** Achieve 100% employee participation in environmental activities and ensure 100% of new media installations in significant areas undergo biodiversity impact assessments.

ENERGY AND CLIMATE CHANGE MANAGEMENT

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

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> The Company aims to reduce electricity consumption by at least 10% by 2030 compared to the 2021 baseline. This includes increasing the adoption of energy-saving technologies and reducing greenhouse gas emissions across all advertising media nationwide. 	<ul style="list-style-type: none"> Reduce energy consumption from electrical systems in advertising media and office buildings by at least 5% compared to the 2024 baseline through LED retrofitting, lighting control system upgrades, and the installation of energy-efficient equipment. 	<ul style="list-style-type: none"> Upgrading 10,422 square meters of LED screens reduced transport fuel consumption by approximately 1,269 liters per month, saved approximately 1,732,800 Baht annually in maintenance and fuel costs, and mitigated greenhouse gas emissions by approximately 41.73 tCO₂e per year.
<ul style="list-style-type: none"> Establish a 2050 Net Zero Roadmap with short, medium, and long-term targets, including performance monitoring frameworks and continuous progress reporting. 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions from primary organizational activities by at least 5% by 2026, covering Scope 1 and Scope 2 emissions, while initiating mitigation measures for Scope 3 emissions. 	<ul style="list-style-type: none"> 'The 20' project and the digital transformation for a sustainable world reduced vinyl billboard production by 3,552 kg per year, mitigated over 8.17 tCO₂e in emissions, and saved 1,885,200 Baht in annual production costs.
<ul style="list-style-type: none"> Achieve Zero Waste to Landfill by maximizing advertising material recycling and increasing upcycled product value by 10% annually. 	<ul style="list-style-type: none"> Expand the installation of Solar Roof systems at passenger shelters and pilot advertising sites to reduce electricity costs in designated areas by 10%. 	<ul style="list-style-type: none"> Implemented a Solar Roof pilot project where monitoring over a 3 month period (Nov 2025 – Jan 2026) demonstrated a 10% reduction in electricity costs compared to 2025.
	<ul style="list-style-type: none"> Promoted energy-saving behaviors through training and advocacy, targeting 100% employee participation in carbon reduction and climate awareness programs. 	

Recognizing the escalating environmental challenges of global warming and climate change, the Company acknowledges the urgent need for collective action to reduce greenhouse gas emissions in line with the Paris Agreement. We are committed to environmentally responsible business practices through a systematic energy and GHG reduction framework—integrating policy, implementation, and monitoring. Our approach aligns with the Sustainable Development Goals (SDGs), GRI Standards, and long-term Carbon Neutrality and Net Zero pathways, while incorporating TCFD-aligned climate risk management to build international stakeholder confidence.

Energy and Climate Change Management Framework

The Company establishes a standardized environmental management framework in alignment with relevant laws, regulations, and agreements. We focus on strategic, participatory actions to conserve natural resources and mitigate climate risks through collaboration with employees, customers, partners, communities, and other stakeholders. Furthermore, we emphasize energy efficiency to address escalating climate change and global warming challenges through the following key strategic pillars:

- **Climate Governance** The Company maintains a clear management structure, with the Board of Directors and the Sustainability Committee overseeing strategic direction and performance. GHG reduction targets are integrated into Executive Key Performance Indicators (KPIs) to ensure a committed, top-down drive from policy to implementation.
- **Proactive Risk Management** The Company identify and analyze climate-related risks, encompassing both Physical Risks from natural disasters and Transition Risks involving policy and legal shifts. These insights inform adaptation and mitigation strategies for our assets and supply chain, and are integrated into the Business Continuity Plan (BCP) to ensure resilience against climate crises.
- **Energy Efficiency and Innovation** The Company prioritize optimizing energy consumption by transitioning to energy-saving LED technology across our nationwide advertising media and evaluating solar power installations to increase our renewable energy mix.
- **Resource Management and Circular Economy** The Company promote the upcycling of used advertising materials based on the 3Rs principle, complemented by Green Procurement to reduce future Scope 3 emissions. Additionally, we plan to elevate our environmental management systems to ISO 14001 standards to ensure international management excellence.

Energy Efficiency Initiatives (2019–2025)

- **LED Lighting Retrofit Program**

In accordance with the government's 20-Year Energy Conservation Plan (2011–2030), which promotes comprehensive energy conservation, high-efficiency electrical equipment, green buildings, and clean energy to mitigate greenhouse gas (GHG) emissions and global warming, the Company has fully aligned its operations with these national policies. The Company has transitioned to LED lighting, which offers high

luminous efficacy with low power consumption. These eco-friendly lights are free from UV radiation and mercury, contributing to global warming mitigation and reducing electricity costs by over 50%.

- In 2022, the Company replaced 4,700 Metal Halide billboard lamps with LED fixtures, resulting in annual electricity savings of 13,254,000 Baht and a GHG reduction of approximately 6,552 kgCO₂e per year.

- **Community Energy Support through LED Donations in 2023**

- The Company donated 1,000 LED T8 tubes to the Kao Pattana community. Replacing fluorescent lamps with LED T8 tubes resulted in a GHG reduction of 54,400 kgCO₂e.
- The Company donated 300 LED T8 tubes to Ruam Rat Samakkhi School. Replacing fluorescent lamps with LED T8 tubes resulted in a GHG reduction of 16,323 kgCO₂e.

- **Static Media Optimization**

- In 2024, the Company upgraded 141 static billboards covering 38,232 square meters. This initiative reduced transport fuel consumption by approximately 1,000 liters per month, saved 5,203,200 Baht annually in maintenance and fuel costs, and mitigated approximately 117.76 tCO₂e per year.
- In 2025, the Company upgraded 145 static billboards covering 42,848 square meters. This initiative reduced transport fuel consumption by approximately 1,420 liters per month, saved 7,155,600 Baht annually in maintenance and fuel costs, and mitigated approximately 569.09 tCO₂e per year.

- **Digital Media Upgrades**

As the Company's core assets consist primarily of advertising spaces, the Company recognized the strategic value of upgrading LED screens to reduce both maintenance manpower and operational costs. Since the commencement of this program in 2021, the performance results are as follows:

- In 2022, upgrading 1,375 square meters of LED screens reduced transport fuel by approximately 100 liters per month, saved 159,600 Baht annually in maintenance and fuel costs, and mitigated approximately 3.288 tCO₂e per year.
- In 2023, upgrading 5,246 square meters of LED screens reduced transport fuel by approximately 300 liters per month, saved 456,000 Baht annually in maintenance and fuel costs, and mitigated approximately 9.88 tCO₂e per year.
- In 2024, upgrading 8,540 square meters of LED screens reduced transport fuel by approximately 725 liters per month, saved 974,400 Baht annually in maintenance and fuel costs, and mitigated approximately 23.88 tCO₂e per year.
- In 2025, upgrading 10,422 square meters of LED screens reduced transport fuel by approximately 1,269 liters per month, saved 1,732,800 Baht annually in maintenance and fuel costs, and mitigated approximately 41.73 tCO₂e per year.

Energy Consumption Statistics

Energy Consumption	Performance			Targets	
	2023	2024	2025	2026	Long-term
Total Energy Consumption (MWh)	74,361	67,451	68,468	≤ 65,000	≤ 60,000
Growth Rate (%)	53.2	-9.6	1.5	-	-
Renewable Energy Consumption (MWh)	0	0	0	-	-
Growth Rate (%)	-	-	-	-	-

Note: Since 2023, the Company has relocated its head office to Plan B Tower.

Strategic Projects and Greenhouse Gas Management

The Company focuses on implementing projects that generate tangible positive environmental impacts by integrating innovation with resource management to achieve its low-carbon organization goals, as follows:

- Care the Bear: Change the Climate Change Project** The Company participates in this initiative, supported by the Stock Exchange of Thailand, to reduce carbon emissions from corporate activities such as travel, meetings, and events. The project emphasizes raising awareness and fostering behavioral changes among employees regarding waste reduction and resource efficiency to cultivate a sustainable green corporate culture.
- 'The 20' Project and Digital Transformation for a Sustainable World** This initiative reduced vinyl billboard production by 3,552 kg per year, mitigated over 8.17 tCO₂e in greenhouse gas emissions, and saved 1,885,200 Baht in annual production costs. This success reflects the growth of the Out-of-Home (OOH) media business while significantly reducing waste and pollution from traditional media materials, while also enhancing the eco-efficiency of core assets through modern technology.
- Solar Roof Pilot Project at Passenger Shelters** The Company installed Solar Roof systems as a pilot project. Monitoring over a three-month period (November 2025 – January 2026) revealed a 10% reduction in electricity costs compared to 2025. The Company plans to utilize these results to establish targets for expanding renewable energy adoption across other advertising spaces to further increase the share of clean energy within the organization.
- Employee Commuting Emissions Assessment (Scope 3)** In 2025, the Company surveyed employee commuting data and identified total greenhouse gas emissions of 332.6 tCO₂e. This data serves as a critical baseline for developing proactive mitigation policies, such as promoting green commuting and managing greenhouse gas emissions across the value chain in a comprehensive and transparent manner, aligned with international standards.

Greenhouse Gas Emissions Statistics

Greenhouse Gas Emissions	Performance			Targets	
	2023	2024	2025	2026	Long-term
Greenhouse Gas Emissions (tCO ₂ e)	38,157	34,692	35,397	≤ 31,000	≤ 29,000
- Direct GHG Emissions (Scope 1)	849	849	829	N/A	N/A
- Indirect GHG Emissions (Scope 2)	37,308	33,719	34,227	N/A	N/A
- Other Indirect GHG Emissions (Scope 3)	N/A	124	341	N/A	N/A

Note: Since 2023, the Company has relocated its head office to Plan B Tower.

Greenhouse Gas Emissions from Employee Commuting

The Company recognizes the importance of comprehensive environmental impact management, including employee-related activities beyond core business operations. Specifically, commuting between residences and the workplace is categorized as Scope 3 greenhouse gas emissions under the Greenhouse Gas Protocol (GHG Protocol) framework. Managing these emissions is a vital component in driving the organization toward its ultimate Net Zero goal.

In 2025, the Company conducted its inaugural data collection on employee commuting patterns through an internal survey. A total of 533 employees participated, representing 50% of the total workforce. The gathered data was analyzed to calculate greenhouse gas emissions based on key factors, including vehicle types, average daily commuting distances, annual working days, and Emission Factors referenced from the Thailand Greenhouse Gas Management Organization (TGO).

The assessment for the year revealed that employee commuting resulted in **total greenhouse gas emissions of approximately 332.6 tCO₂e per year.**

While the survey response rate is currently at an initial stage, the Company plans to expand data collection to cover all employee groups more comprehensively in the following year. This will ensure more precise assessments and provide a critical baseline for developing systematic impact reduction strategies. This commitment is part of the Company's ongoing efforts to manage greenhouse gas emissions across the value chain and conduct business with continuous social and environmental responsibility. Furthermore, the Company aims to enhance Scope 3 reporting by including other material categories in the future to establish transparent disclosure standards at an international level.

60+ Earth Hour Project

Plan B invites everyone to join forces in protecting the planet by participating in the global **"60+ Earth Hour"** initiative. On March 28, 2026, from 8:30 PM to 9:30 PM, the Company deactivated its nationwide digital advertising screens for one full hour to reduce energy consumption and contribute to a sustainable future.

According to electricity consumption data from the Metropolitan Electricity Authority (MEA) during the event in Bangkok, this initiative successfully reduced electricity costs by over 144,958 Baht. Furthermore, it mitigated 13.5 tCO₂e in carbon dioxide emissions—an impact equivalent to the annual CO₂ sequestration of 1,350 trees, or the total emissions from 112 flights on the Bangkok–Chiang Mai route.



Internal Greenhouse Gas Mitigation Processes

Care the Bear: Change the Climate Change Project

Plan B Media Public Company Limited recognizes that climate change is one of the most critical global challenges. In response, the Company has participated in the **Care the Bear: Change the Climate Change** project by the Stock Exchange of Thailand. This initiative encourages the private sector to reduce greenhouse gas emissions stemming from internal operations—such as meetings, travel, corporate events, and employee activities—by fostering behavioral changes, reducing waste, minimizing resource overconsumption, and adopting eco-friendly technologies.



The Company has integrated the project's core principles into its internal **Environmental Practices**, complemented by environmental awareness campaigns for employees. Key guidelines include:

- Reducing the use of paper and single-use plastics
- Prioritizing online meetings to minimize travel
- Organizing eco-friendly corporate activities and events
- Implementing efficient energy management within office spaces
- Utilizing digital media to reduce the consumption of traditional materials

These collective efforts are designed to support SDGs 12, 13, and 17, specifically:



SDG 12: Responsible Consumption and Production – Ensuring sustainable consumption and production patterns.



SDG 13: Climate Action – Taking urgent action to combat climate change and its impacts.



SDG 17: Partnerships for the Goals – Strengthening the means of implementation and revitalizing the global partnership for sustainable development.

Greenhouse Gas Mitigation Performance through the Care the Bear Project in 2024



Reduced greenhouse gas emissions by 7,320.88 KgCO₂e



Equivalent to planting 813 mature trees, aged 10 years

The Company has set a target to achieve Net Zero or Carbon Neutrality by 2050, supported by the development of a clear Environmental Roadmap and the cultivation of an organizational culture that prioritizes carbon reduction across all levels of operations.



Plan B x COWAY Collaboration

Turning Every Drop of Water into a Step Toward Sustainability

Plan B has partnered with COWAY, a leading Korean water purifier brand, to install advanced multi-filtration water systems on every floor of its offices. This initiative ensures that employees have access to clean and safe drinking water, promoting good health and enhancing the overall quality of life in the workplace in a sustainable manner.

As part of this collaboration, Plan B also provided employees with personal, reusable water bottles, aiming to reduce the use of single-use plastic, minimise plastic waste from bottled water, and conserve resources within the organisation. This initiative reflects the Company's commitment to fostering a sustainable and environmentally friendly work environment.

Adding a touch of creativity and engagement, the campaign features a collaboration with "Mr. P," a signature character from Propaganda, designed by Satit Kalawantawanich. Mr. P brings charm and optimism to the bottles, making carrying a water bottle not only practical but also fun and stylish.

This initiative is part of the Company's broader sustainable business policy, which aims to generate positive social and environmental impact alongside corporate growth. Providing employees with clean water and reducing plastic bottle usage may be a small step, but it serves as a powerful inspiration for wider change. Furthermore, the initiative helps reduce plastic waste within the organization and sets an example that other companies can adopt to mitigate environmental impact and promote natural resource conservation.

"Clean Water for Good Health, a Greener World without Plastic Waste" is the shared commitment of Plan B and Coway, as they work together to drive meaningful change toward a sustainable future. The initiative also serves as a call to action, inviting all organizations to join in advancing this common goal.



‘The 20’ Digital Transformation for a Sustainable World

In celebration of its 20th anniversary, the Company launched ‘The 20’ project, a major milestone in Out-of-Home media innovation. This initiative reaffirms the Company’s sustainability mission and low-carbon goals by transitioning 37 iconic static pillars, totaling 74 screens into the world’s longest digital media stretch, spanning 2.5 kilometers.

Environmental Performance and Resource Management

This transformation serves as a key strategy for optimizing energy and resource efficiency. The shift to digital systems has eliminated the production of 3,552 kg of vinyl annually, directly mitigating over 8.17 tCO₂e in greenhouse gas emissions. This achievement aligns with global Climate Resilience targets and the Paris Agreement. Furthermore, the project demonstrates operational cost efficiency, reducing annual vinyl production and installation expenses by 1.9 million Baht.

A Testament to a Sustainable Decade

‘The 20’ project stands as a testament to the Company’s commitment to utilizing digital technology as a frontline driver for eco-friendly business. By prioritizing energy conservation and pollution reduction across the value chain, the Company continues to inspire sustainable communication as it enters its next decade of growth.



Renewable Energy Management and Green Infrastructure Innovation

The Company is committed to enhancing energy management by piloting and integrating clean energy technologies across its advertising spaces. This approach aims to reduce fossil fuel dependency and achieve tangible low-carbon organizational goals.

Solar Roof Pilot Project

The Company initiated a Solar Roof pilot project by installing solar power systems on bus passenger shelters. This initiative serves to evaluate efficiency in reducing energy costs and long-term environmental impacts, with key operational details as follows:

- **Testing and Evaluation** Following the commencement of installation and actual operation in November 2025, the Company focused on gathering statistical data to analyze eco-efficiency.
- **Empirical Results** Monitoring and assessment during the initial three-month period (November 2025 – January 2026) revealed that the Solar Roof system reduced electricity costs by 10% compared to the standard consumption rates in 2025.
- **Future Expansion** The success of this pilot project provides a vital foundation for expanding solar energy installations to other advertising areas and passenger shelters nationwide, driving renewable energy adoption in line with the Company's long-term sustainability targets.



CLIMATE CHANGE RISK ASSESSMENT

The Company conducts comprehensive assessments of climate-related risks and opportunities through an enterprise-wide risk management framework. Each business unit identifies relevant risk factors through designated Risk Champions, complemented by a top-down approach overseen by the Corporate Strategy Committee. This process covers both current and emerging risks in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework. Based on various evaluation factors, the preliminary assessment results are as follows:

Risk Category	Risk Details	Impact on the Company	Risk Management Approach
Strategic Risks	<ul style="list-style-type: none"> Persistent climate change, including global warming, rising temperatures, extreme weather events, and water and raw material shortages. Shifts in target audience or consumer behavior toward brands with a stronger ESG focus. 	<ul style="list-style-type: none"> Physical damage to advertising billboards. Higher electricity and operational costs. Negative reputation if brands' advertisements are damaged or disrupted due to climate-related issues. Competitive risk from failing to achieve Net Zero targets in line with industry peers. 	<ul style="list-style-type: none"> Develop innovative advertising media with high energy efficiency. Transparently communicate environmental and ESG commitments to stakeholders. Adjust corporate strategy to encompass Net Zero pathways and utilize Climate Scenario Analysis for long-term business planning.
Operational Risks	<ul style="list-style-type: none"> Acute and chronic climate impacts (floods, droughts) and unpredictable temperature rises causing structural damage. Challenges in installing or maintaining advertising media in areas prone to natural disasters. Service interruptions in disaster-affected areas. 	<ul style="list-style-type: none"> Construction and installation delays. Operational disruptions, such as complex maintenance planning for damaged billboards. Labor shortages Increased repair costs for impacted advertising media. Revenue loss due to business interruptions Potential customer dissatisfaction. 	<ul style="list-style-type: none"> Regularly assess risks and monitor media asset quality. Develop a robust Business Continuity Plan (BCP) for severe disasters. Implement real-time monitoring technology to track potential disasters affecting OOH media and upgrade structural engineering standards to withstand extreme weather.

Risk Category	Risk Details	Impact on the Company	Risk Management Approach
Financial Risks	<ul style="list-style-type: none"> Increasing shifts in customer and consumer behavior/demands driven by growing climate change awareness. Rising O&M costs resulting from climate change impacts. 	<ul style="list-style-type: none"> Decrease in operational revenue. Increase in operating expenses, including potential risks from future Carbon Tax implementation. 	<ul style="list-style-type: none"> Adopt energy-efficient systems to reduce long-term costs and initiate Internal Carbon Pricing (ICP) to ensure the cost-effectiveness of clean technology investments.
Compliance Risks	<ul style="list-style-type: none"> Risks arising from changes in government policies or regulations to address climate change, as well as risks of non-compliance with various rules, regulations, contracts, and agreements. 	<ul style="list-style-type: none"> Increased expenditure for retrofitting internal equipment to enhance energy efficiency and reduce greenhouse gas emissions, alongside potential legal penalties for non-compliance with new sustainability disclosure standards, such as the ISSB. 	<ul style="list-style-type: none"> Regularly monitor legal and policy developments. Conduct employee training on environmental laws and relevant compliance practices, and perform third-party verification of greenhouse gas data to ensure transparency.

Opportunity	Opportunity Details	Impact on the Company	Opportunity Management
Products and Services	<ul style="list-style-type: none"> Increasing the share of products and services that promote GHG reduction and environmental friendliness. 	<ul style="list-style-type: none"> Innovation in advertising production and service delivery. Enhanced brand reputation from providing low-carbon advertising solutions. 	<ul style="list-style-type: none"> Promote eco-friendly advertising media innovations. Pre-assess environmental impacts of new media deployments.
Market	<ul style="list-style-type: none"> Enhancing competitiveness and market channels by leveraging climate change advantages over competitors. 	<ul style="list-style-type: none"> Expanded advertising channels and faster audience reach, while attracting leading brands that share the same Net Zero policies. 	<ul style="list-style-type: none"> Closely monitor environmental market trends and analyze consumer behavior.

WATER MANAGEMENT

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

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> Aim to reduce total water consumption by 10% by 2031 to ensure environmental sustainability and mitigate long-term water shortage risks. 	<ul style="list-style-type: none"> Focus on reducing operational water consumption by 5–10% compared to the 2021 baseline. 	<ul style="list-style-type: none"> Office water consumption increased by 10% to approximately 542 m³, representing an intensity of 0.51 per employee.
<ul style="list-style-type: none"> Zero incidents of water leaks or losses exceeding specified limits across all operating areas. 	<ul style="list-style-type: none"> Complete 100% installation of automatic faucets in office and warehouse areas to eliminate unnecessary water waste. 	
<ul style="list-style-type: none"> Regularly maintain water systems and monitor water quality, with plans to fully upgrade to ISO 14001 standards at all major branches. 	<ul style="list-style-type: none"> Enhance measurement and monitoring efficiency through Digital Monitoring and real-time leak detection sensors to minimize loss rates. 	
<ul style="list-style-type: none"> Transition toward a water-recycling organization by treating wastewater for 100% reuse in secondary activities. 	<ul style="list-style-type: none"> Ensure all employees receive training or join campaigns on responsible water use to foster a sustainable conservation culture. 	

Current climate change significantly impacts the quantity and quality of natural water sources nationwide. Increasing seasonal variability and severe droughts have led to uncertain water access in many areas, affecting water security for both households and industries. Recognizing that water is a fundamental resource for business services and daily operations, the Company prioritizes efficient and sustainable water management based on responsible stewardship and international water risk assessment standards.

Water Management Targets and Performance

The Company established a short-term water management target for 2024 to reduce operational water consumption by 5–10% through efficient management practices and enhanced monitoring systems.

Water Management Framework

The Company operates through five key pillars to ensure maximum water efficiency and minimal ecological impact:

- **Water Efficiency Enhancement** Optimizing operational processes by monitoring key usage points, installing water-saving fixtures, and establishing consumption standards to eliminate unnecessary waste.
- **Water Reuse** Collecting wastewater from production or services for treatment and reusing it in non-potable activities, such as floor cleaning or equipment washing, to reduce reliance on natural water sources.
- **Responsible Wastewater Quality** Continuously monitoring wastewater quality to ensure compliance with legal standards before discharge, preventing adverse effects on local ecosystems and community well-being.
- **Water Risk Assessment and Management** Monitoring climate change trends and water scarcity risks while developing preventive and adaptive measures to ensure business continuity in challenging environments.
- **Awareness and Engagement** Fostering a water conservation culture through employee training, internal campaigns, and initiatives that promote water-saving innovations at all operational levels.

Water Efficiency Promotion Measures

In 2025, the Company established guidelines for high-value water management, prioritizing social and environmental responsibility under the principle of Water Stewardship. These efforts aim to minimize impacts on surrounding communities, reduce environmental footprints, and ensure water resource security for business continuity amidst climate volatility.

The Company manages water resources comprehensively—from internal consumption to wastewater treatment and public discharge. To ensure compliance with legal standards and protect long-term aquatic ecosystems, wastewater quality is strictly monitored by private laboratories registered with the Department of Industrial Works and certified under GLP/DIW standards. To enhance water efficiency, the Company has implemented the following projects and measures:

- **Systematic Infrastructure Management** Continuous preventive maintenance plans for plumbing equipment to reduce the risk of failure, minimize indoor leakage, and maximize internal water utilization.

- **Smart Technology Integration** Replacement of manual faucets with 100% automated systems across all office areas, significantly reducing unnecessary water waste and lowering per-capita consumption.
- **Corporate Culture and Engagement** Raising employee awareness through water-saving campaigns and education on the impacts of water scarcity to foster sustainable behavioral shifts.
- **Water Circularity and Alternative Resources** Implementing rainwater harvesting for secondary uses, such as landscape irrigation and outdoor cleaning, reducing reliance on public water sources by approximately 10–15% in common areas.
- **Digital Data Management** Installation of smart water meters for real-time monitoring and analysis, allowing for rapid detection and resolution of abnormal consumption patterns.

Through these measures, the Company focuses on Eco-efficiency, aiming to consistently reduce water intensity per employee even during periods of business expansion.

Corporate Water Consumption Statistics

Water Consumption	Performance			Targets	
	2023	2024	2025	2026	Long-term
Water Consumption (m ³)	493	492	542	480	450
Growth Rate (%)	37%	-1%	10%	-	-

Note: The Company relocated its headquarters to Plan B Tower starting in 2023.

WASTE MANAGEMENT

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

Sustainability Targets		2025 Performance
Long-term (2026–2030)	Short-term (2026)	
<ul style="list-style-type: none"> Manage internal waste through the "Zero Waste to Landfill" process, aiming to reintegrate as much waste as possible back into the production cycle. 	<ul style="list-style-type: none"> Repurpose surplus or expired vinyl materials from client contracts for beneficial use. 	<ul style="list-style-type: none"> Distributed 23,688 square meters of vinyl to various organizations in 2024, reducing emissions by 137.27 tCO₂e and saving over 118,340 Baht/year in disposal costs.
<ul style="list-style-type: none"> Repurpose over 25,000 square meters of used advertising materials per year for further benefits. 	<ul style="list-style-type: none"> Install waste sorting stations at the source, covering all main office areas. 	
<ul style="list-style-type: none"> Achieve 100% proper sorting and disposal of electronic waste (E-waste) from digital advertising screens. 		<ul style="list-style-type: none"> Disposed of old or damaged billboard components through Bangkok Metropolitan Administration (BMA) services.

The Company is committed to conducting business with environmental and social responsibility throughout its value chain, particularly in waste management—a significant sustainability priority. Consequently, the Company has established an operational framework focused on reducing waste at the source and repurposing resources based on Circular Economy principles to sustainably mitigate negative impacts on ecosystems and communities.

Strategic Risk and Impact Analysis

The Company recognizes that inefficient waste management can lead to multi-dimensional impacts as follows:

- Compliance Risk** Risks from stricter environmental laws and future Extended Producer Responsibility (EPR) measures.
- Reputational Risk** Impact on stakeholder trust if waste disposal fails to meet international standards.
- Financial Risk** Rising long-term waste management costs and raw material price volatility.
- Strategic Opportunity** Potential loss of partnerships with sustainability-focused peers and the chance to gain a competitive edge via green supply chains.

Circular Economy Operational Strategy

The Company prioritizes efficient waste management, particularly for vinyl advertising materials, through the "3R" (Reduce, Reuse, Recycle) strategy. We focus on innovative methods to extend material lifespans, transforming "waste" into "upcycled resources" that create added value for society and local communities.

2025 Quantitative Performance

In 2025, the Company achieved tangible success in waste and resource management. The following data highlights our operational continuity and impact:

1. Resource Efficiency and Vinyl Management

- **Source Reduction** Through Digital Transformation, the Company reduced new vinyl consumption by over 3.5 tons per year, eliminating waste at the start of the value chain.
- **Circular Economy Integration** A total of 9 tons of used advertising materials (spanning 18,802 square meters) were reprocessed or donated to create new value.
- **Operational Efficiency** Although total production waste reached 684,588 square meters due to business expansion, the Company maintained high standards for sorting and repurposing relative to asset growth.

2. Climate & Financial Impact

- **GHG Emission Reduction** Repurposing and reusing vinyl mitigated 12 tCO₂e in greenhouse gas emissions, calculated using an emission factor of 1.30.
- **Cost Savings** Proactive waste management reduced annual disposal expenses by 94,011 Baht, demonstrating the economic viability of environmental stewardship.

3. Office Waste Management

- **Waste Sorting** The Company successfully sorted over 3 tons of general and recyclable office waste per year, ensuring proper disposal through local agencies.
- **Circular Value Creation** Sorted recyclables were reintegrated into the circular economy to minimize landfill volumes, aligning with our future "Zero Waste to Landfill" goal.

Waste Management Framework

The Company prioritizes resource and energy efficiency alongside source reduction within its operations. We focus on managing operational waste in strict compliance with legal requirements and international standards, while establishing proactive mechanisms to minimize impacts on communities and the environment. Key practices include:

Sustainable Resource and Waste Management Principles

- **Hierarchy-Based Management** The Company prioritizes prevention and reduction of waste at the source. We emphasize Reuse and Recycling as primary options to minimize the volume of waste sent to landfills.
- **Compliance and Governance** The Company strictly manage operational waste in accordance with environmental laws and regulations, maintaining an accurate and transparent database to track waste types and volumes.
- **Community and Ecosystem Responsibility** Strict control and prevention measures are in place to stop waste contamination, ensuring the safety and health of communities surrounding our operational sites.
- **Value Chain Collaboration** The Company encourage partners and employees to manage resources responsibly through proper waste sorting, supporting the organization's commitment to a Circular Economy.

Strategic Waste Management Projects

- **Waste Management and Source Sorting**

The Company recognizes its environmental impact and actively promotes waste sorting to systematically and continuously reduce waste volume and toxic pollution.

- **Waste Management Infrastructure** Installed color-coded sorting stations throughout the headquarters and warehouses, featuring clear signage to ensure correct disposal by all personnel.
- **Category-Specific Management** Segregated general waste and hazardous waste for collection by the Bangkok Metropolitan Administration (BMA) for sanitary disposal, while tracking statistics to build a database for future waste reduction.
- **Circular Value Creation** Channeled recyclable materials into resale markets to reintegrate them into the production cycle, aligning with circular economy principles.

- **Zero Waste Process for Vinyl Billboards**

The Company implements a policy to eliminate vinyl disposal via landfill or incineration, pivoting instead toward **"Upcycling"** through partnerships with various agencies and communities. This sustainable social benefit is driven by the Creating Shared Value (CSV) model.

2025 Tangible Achievements

- **Management Volume** Distributed a total of 18,802 square meters of used vinyl.
- **Environmental Impact** Reduced greenhouse gas emissions by 12 tCO₂e per year.
- **Economic Benefit** Saved over 94,011 Baht per year in waste disposal costs.

Creating Shared Value through Waste Management

This initiative manages resources throughout the advertising value chain while driving the grassroots economy by generating supplementary income for vulnerable groups and community enterprises. It transforms the burden of waste disposal into efficient social capital, reflecting the Company's commitment to multi-dimensional responsibility:

1. Nonthaburi Protection Center for the Destitute

The Company provided 12,351 square meters of vinyl to be used in bag production and skill development for individuals at the center.

2. Thung Setthi Community Enterprise, Khon Kaen

The Company provided 4,326 square meters of vinyl for bag manufacturing to create local jobs and income. Additionally, this enterprise utilized the materials to design outfits for Miss Universe Thailand 2024 contestants during the regional rounds.

3. Others

The Company distributed an additional 2,126 square meters of vinyl to various other organizations.

Volume of Used Vinyl Repurposed for Value Creation

Used Vinyl Billboard Volume	Performance				
	2020	2021-2022	2023	2024	2025
Used Vinyl Area (sq.m.)	13,239	5,036	18,858	23,688	18,802
Used Vinyl Weight (Tons)	6.62	2.52	9.30	11.83	9.40

Benefits of Value Creation and Sustainable Resource Management

Transforming waste into valuable resources through upcycling and social distribution generates positive impacts across three key dimensions:

1. Environmental Dimension

- **Reduction of Landfill Waste** Minimizes the burden of waste disposal via landfills or incineration, which are primary sources of methane emissions and air pollution.

- **Carbon Footprint Reduction** Decreases the fuel and energy required for waste transportation and disposal, leading to a tangible reduction in the organization's greenhouse gas emissions.

2. Social Dimension

- **Job Creation and Income Distribution** Promotes vocational opportunities and supplementary income for local communities and vulnerable groups, improving quality of life and fostering self-reliance.
- **Creating Shared Value** Converts surplus materials into practical local tools—such as agricultural equipment or creative products—reducing community expenses and expanding economic opportunities.

3. Economic Dimension

- **Eco-efficiency Enhancement** Effectively reduces the Company's waste management costs, transforming disposal expenses into high-value social investments.
- **Strengthening Reputation and Trust** Reflects corporate governance and the commitment to becoming a Zero Waste Organization, enhancing long-term confidence among stakeholders and investors.

Future Strategic Waste Management: Toward Zero Waste to Landfill

The Company recognizes the importance of sustainable waste management and its long-term impact on the environment, communities, and ecosystems. We have established a roadmap for the **Zero Waste to Landfill** project to maximize resource efficiency and minimize landfill volumes through a concrete, category-specific management system:

1. Waste Stream Management

- **Recyclable Waste** Items such as plastic bottles, aluminum cans, and packaging are sorted at the source and sent to specialized circular economy partners for reprocessing.
- **Used Paper** Collected and delivered to recycling facilities to be converted into new paper products, reducing natural resource consumption and upstream energy use.
- **Organic Waste** Materials such as food scraps, yard waste, and coffee grounds. The Company plans to collaborate with networks to process this waste into organic fertilizer or renewable energy, reducing greenhouse gas emissions from landfill decomposition.
- **Hazardous Waste** Items including light bulbs, batteries, and ink cartridges. The Company maintains a strict segregation system and utilizes licensed providers from the Department of Industrial Works to ensure 100% safe, traceable disposal.

2. Strategic Support Plan and Objectives to ensure the success of the Zero Waste to Landfill goal, the Company has established the following supporting mechanisms:

- **Location-Based Targets** Aim to achieve Zero Waste to Landfill at primary operating sites first, with plans to scale these results to other facilities in the future.
- **Infrastructure Optimization** Install standardized waste sorting stations within offices and warehouses to facilitate convenient and organized waste management.
- **Cultivating Corporate Culture** Provide ongoing training and awareness programs for employees on the 3R (Reduce, Reuse, Recycle) principles, integrating waste management into daily work routines.
- **Monitoring and Reporting** Implement a monthly waste statistics reporting system to analyze performance and use data-driven insights to continuously optimize management plans.

Corporate Waste Statistics

Internal Waste Volume	Performance			Targets	
	2023	2024	2025	2026	Long-term
Total Waste (Tons)	14	14	14	10	10
Growth Rate (%)	-	-	-	-	-
- Non-hazardous Waste (Tons)	14	14	14	10	10
- Hazardous Waste (Tons)	-	-	-	-	-

Advertising Production Waste Statistics

Production Waste Volume	Performance			Targets	
	2023	2024	2023	2024	2023
Total Waste (sq.m.)	602,741	649,917	684,588	≤ 620,000	≤ 600,000
Growth Rate (%)	116%	8%	5%	-	-

SUSTAINABILITY PERFORMANCE SUMMARY

GRI 2-7, 2-8, 2-9, 2-18, 2-23, 2-27, 201-1, 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, 401-3, 403-9, 403-10, 404-1, 404-3, 405-1, 406-1

Governance Dimension

Indicator	Unit	Performance		
		2023	2024	2025
Total revenue	THB mn	8,438	9,238	9,610
- Out-of-home		6,621	7,269	7,568
- Engagement		1,744	1,869	1,960
Marketing		73	100	82
- Others		911	1,050	1,105
Net profit		300	500	770
Dividend payment		247	307	363
Income tax		18	27	16
Cash contribution for social and community development		16,245	16,680	19,471
Assets		7,295	6,718	6,879
Liabilities		8,950	9,963	12,592
Equity				

Social Dimension

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Workforce Diversity within the Company					
Total Employees	Persons	975	1,016	1,068	-
- Total Full-Time Employees	Persons	952	935	994	-
	Percentage	98.0	92.0	93.1	-
- Total Contract Employees	Persons	22	81	74	-
	Percentage	2.0	8.0	6.9	-
Number of Employees by Gender					
- Male	Persons	561	579	611	-
	Percentage	58.0	57.0	57.2	-
- Female	Persons	414	437	457	-
	Percentage	42.0	43.0	42.8	-

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Number of Employees by Age					
- Less than 30 years	Persons	327	309	351	-
- 30-50 years	Persons	608	663	668	-
- More than 50 years	Persons	40	44	49	-
Number of Employees by Job Level					
- Executive Level	Persons	30	24	23	-
- Supervisor Level	Persons	100	229	126	-
- Manager Level	Persons	203	116	253	-
- Operational Level	Persons	642	647	666	-
New Hires					
Number of New Hires	Persons	282	172	205	-
New Hire Rate	Percentage	28.9	16.9	19.2	-
Employee Turnover					
Number of Employees Who Left the Company	Persons	184	215	166	-
- Full-Time Employees	Persons	178	179	135	-
- Contract Employees	Persons	6	36	31	-
Number of Employees Who Left the Company by Gender					
- Male	Persons	93	104	71	-
- Female	Persons	91	111	95	-
Number of Employees Who Left the Company by Age					
- Less than 30 years	Persons	61	68	87	-
- 30-50 years	Persons	118	106	77	-
- More than 50 years	Persons	5	2	2	-
Number of Employees Who Left the Company by Job Level					
- Executive Level	Persons	0	4	1	-
- Supervisor Level	Persons	17	17	15	-
- Manager Level	Persons	42	61	45	-
- Operational Level	Persons	125	97	105	-
Voluntary Turnover Rate	Percentage	18.3	21.2	15.5	-
Employees Aged 60+	Persons	4	4	1	-
Disability Employment	Persons	5	7	6	-
Employees Eligible for Maternity and Parental Leave					
Employees Eligible for Maternity/Parental Leave	Persons	414	437	457	-

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Employees Using Maternity/Parental Leave	Persons	4	2	6	-
Return-to-Work Rate After Leave	Percentage	100.0	100.0	100.0	100.0
Management of High-Potential Employees					
Percentage of Employees Assessed and Provided with Development Opportunities	Percentage	100.0	100.0	100.0	100.0
Number of Target Employees Identified for the Program	Persons	74	145	72	-
Number of Employees Participating in Development Activities	Persons	67	145	72	-
Percentage of Employees Participating in Development Activities	Percentage	90.5	100.0	100.0	-
Employee Training					
Total Training Hours Completed by Employees via Plan B Academy Centre	Hours	41,224	60,494	44,630	-
Average Training Hours per Employee Across the Organization	Hours per person	46	64	46	65
Average Training Hours per Employee by Gender					
- Male	Hours per person	38	59	36	-
- Female	Hours per person	57	74	38	-
Average Training Hours per Employee by Job Level					
- Executive Level	Hours per person	31	28	17	-

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
- Supervisor Level	Hours per person	53	63	32	-
- Manager Level	Hours per person	47	62	40	-
- Operational Level	Hours per person	44	59	37	-
Employee Engagement within the Organization					
Number of Employees Participating in the Employee Engagement Survey	Persons	790	857	1,051	-
Participation Rate in the Employee Engagement Survey	Percentage	83.0	84.4	98.4	-
Employee Engagement Score	Percentage	88.0	89.4	88.2	-
Human Rights and Fair Labour Practices					
Number of Complaints or Reports Related to Human Rights Violations	Cases	0	0	0	0
Number of Complaints or Reports Related to Discrimination or Harassment	Cases	0	0	0	0
Occupational Health and Safety Information					
Number of Work-Related Fatalities					
- Employees	Persons	0	0	0	0
- Partners	Persons	0	0	0	0
Number of Work-Related Injuries Resulting in Lost Workdays					
- Employees	Persons	0	0	0	0
- Partners	Persons	0	0	0	0
Number of Work-Related Injuries Requiring Medical Treatment					
- Employees	Persons	0	0	0	0
- Partners	Persons	0	0	0	0

Environment Dimension

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Energy and Climate Change Management					
Total Energy Consumption within the Organization	MW	72,316	67,451	68,468	≤ 65,000
Energy Consumption per Unit of Revenue	MW per THB mn	8.65	7.30	7.12	-
Use of Renewable Energy	MW	0	0	0	-
Total Greenhouse Gas Emissions	tCO ₂	38,157	34,693	35,396	≤ 31,000
Direct Greenhouse Gas Emissions (Scope 1)					
- Refrigerant Leakage	tCO ₂	849	849	829	800
Indirect Greenhouse Gas Emissions (Scope 2)					
- Electricity Consumption	tCO ₂	37,308	33,719	34,227	≤ 30,100
Other Indirect Greenhouse Gas Emissions (Scope 3)					
- Employee Commuting	tCO ₂	N/A	118	333	95
- Office Materials	tCO ₂	N/A	8	8	5
Water Management					
Water consumption	m ³	493	492	542	-
Waste Management					
Total waste quantity	Tons	14	14	14	10
- Hazardous waste	Tons	0	0	0	0
- Non-hazardous waste	Tons	14	14	14	10
Compliance with Environmental Laws and Regulations					
Number of Non-Compliance Incidents	Cases	0	0	0	0

Indicator	Unit	Performance			2026 Target
		2023	2024	2025	
Fines Incurred Due to Non-Compliance	THB mn	0	0	0	0
Number of Non-Monetary Sanctions	Cases	0	0	0	0
Number of Disputes Under Resolution Processes	Cases	0	0	0	0

Average Board of Directors Performance Evaluation Scores

List of Boards / Directors	2025 Performance
Evaluation of the performance of the committee's duties as a group	95.9
Corporate Governance Committee	95.9
Nomination and Remuneration Committee	97.0
Risk Management Committee	94.5
Audit Committee	93.9
Individual Director Performance Evaluation	95.2
Vice Chairperson (Pennapha Dhanasarnsilp, Ph.D.)	98.2
Chief Executive Officer (Mr. Palin Lojanagosin)	96.4
Managing Director (Pinijsorn Luechaikajohnpan, Ph.D.)	96.4
Independent Director (Mr. Mana Jantanayingyong)	98.2
Independent Director (Mrs. Monluedee Sookpantararat)	98.2
Director (Mr. Arnon Porndhiti)	80.0
Director (Mr. Prasong Jarungbenjatham)	100.0
Director (Mr. Lap Shun Nelson Leung)	94.6

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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 purposes Other: (Please specify)

Your satisfaction with the presentation format of the sustainable report

The content is 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 insights and valuable feedback, which are beneficial for improving the next edition of our report

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

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