

Plan.B  
media



Plan B Media Public Company Limited



# SUSTAINABILITY REPORT 2024

## TABLE OF CONTENTS

### ABOUT PLAN B

|                                                                         |    |
|-------------------------------------------------------------------------|----|
| MESSAGE FROM THE VICE CHAIRMAN .....                                    | 4  |
| ABOUT THIS SUSTAINABILITY REPORT .....                                  | 5  |
| ACHIEVEMENTS IN ADVANCING SUSTAINABLE BUSINESS DEVELOPMENT IN 2024..... | 7  |
| BUSINESS STRATEGIES .....                                               | 10 |
| BUSINESS OVERVIEW .....                                                 | 11 |
| ORGANIZATION CHART .....                                                | 29 |
| AWARDS AND ACHIEVEMENTS .....                                           | 30 |

### TOOLS FOR DRIVING ORGANIZATIONAL SUSTAINABILITY

|                                                                            |    |
|----------------------------------------------------------------------------|----|
| PLANB'S SUSTAINABILITY DEVELOPMENT GUIDELINES.....                         | 32 |
| SUSTAINABILITY POLICY AND GOALS.....                                       | 34 |
| PLANB VALUE CHAIN .....                                                    | 35 |
| STAKEHOLDER IDENTIFICATION AND PRIORITIZATION .....                        | 38 |
| STAKEHOLDER ENGAGEMENT .....                                               | 42 |
| ASSESSING THE IMPORTANCE OF STAKEHOLDERS .....                             | 48 |
| MATERIALITY ASSESSMENT .....                                               | 53 |
| RESULTS OF THE ASSESSMENT AND SCOPE OF MATERIAL SUSTAINABILITY ISSUES..... | 55 |
| SIGNIFICANT MATERIALITY ISSUE LEVEL .....                                  | 56 |
| MATERIAL SUSTAINABILITY TOPICS AND SCOPE OF IMPACT .....                   | 57 |
| SUSTAINABILITY STRATEGIES .....                                            | 62 |
| STRUCTURE OF SUSTAINABILITY WORKING GROUP.....                             | 64 |

### GOVERNANCE DIMENSION

|                                               |     |
|-----------------------------------------------|-----|
| CORPORATE GOVERNANCE & BUSINESS CONDUCT ..... | 66  |
| RISK AND CRISIS MANAGEMENT.....               | 77  |
| EMERGING RISK .....                           | 86  |
| SUPPLY CHAIN MANAGEMENT .....                 | 93  |
| INFORMATION SECURITY AND DATA PRIVACY.....    | 113 |

## **SOCIAL DIMENSION**

|                                                                                |            |
|--------------------------------------------------------------------------------|------------|
| OCCUPATIONAL HEALTH AND SAFETY .....                                           | 120        |
| MANAGEMENT OF HIGH-POTENTIAL EMPLOYEES.....                                    | 131        |
| EMPLOYEE TRAINING AND DEVELOPMENT .....                                        | 133        |
| SUCCESSION PLAN.....                                                           | 136        |
| DIVERSIFY IN THE WORKPLACE .....                                               | 142        |
| EMPLOYEE ENGAGEMENT .....                                                      | 143        |
| EMPLOYEE WELL-BEING .....                                                      | 145        |
| CUSTOMER SATISFACTION .....                                                    | 146        |
| HUMAN RIGHTS AND LABOUR PRACTICES .....                                        | 149        |
| FOSTERING AN ORGANIZATIONAL CULTURE REGARDING HUMAN RIGHTS .....               | 151        |
| HUMAN RIGHTS RISK MANAGEMENT WITHIN THE ORGANIZATION AND VALUE CHAIN .....     | 155        |
| INNOVATION FOR CREATING A GOOD EXPERIENCE FOR CUSTOMERS .....                  | 157        |
| SOCIAL AND COMMUNITY DEVELOPMENT.....                                          | 162        |
| PROMOTION OF SOCIAL AND PUBLIC WELFARE .....                                   | 166        |
| SUSTAINABILITY PERFORMANCE, RESPONSIBILITY AND COMMUNITY DEVELOPMENT .....     | 171        |
| CORPORATE SOCIAL RESPONSIBILITY (CSR).....                                     | 172        |
| SOCIAL AND COMMUNITY DEVELOPMENT THROUGH SOCIAL ACTIVITIES .....               | 177        |
| COMMUNITY COLLABORATION FOR SUSTAINABLE LIVELIHOOD AND INCOME GENERATION ..... | 179        |
| <b>ENVIRONMENT DIMENSION</b>                                                   |            |
| ENVIRONMENTAL MANAGEMENT .....                                                 | 183        |
| RISK ASSESSMENT FOR CLIMATE CHANGE IN 4 ASPECTS .....                          | 192        |
| WATER MANAGEMENT.....                                                          | 194        |
| WASTE MANAGEMENT.....                                                          | 196        |
| <b>SUSTAINABILITY PERFORMANCE SUMMARY .....</b>                                | <b>200</b> |
| <b>GRI CONTENT INDEX.....</b>                                                  | <b>206</b> |

## MESSAGE FROM THE VICE CHAIRMAN

(GRI 2-22)

### Towards a Sustainable Future through Innovation and Shared Value

In 2025, **Plan B Media Public Company Limited** remains firmly committed to its sustainability mission and continues to drive the organization forward through the ESG (Environment, Social, and Corporate Governance) framework. The company aims to create long-term value for all stakeholder groups by upholding responsible business practices while delivering stable and sustainable returns.

### Advancing Tangible Sustainable Development

Over the past several years, Plan B has integrated sustainability principles into all aspects of its business—from investment and project development to operations and value delivery to communities and stakeholders. The company places great emphasis on leveraging technology and innovation to strengthen and build a holistic and resilient sustainability ecosystem. In the past year, Plan B expanded its sustainability efforts by formulating a five-year long-term strategy with clearly defined performance indicators. The Corporate Governance and Sustainability Committee, along with the Sustainability Working Group, continuously monitors progress to ensure that the set goals are achieved with tangible outcomes and generate a positive impact on society and the environment.

### Balanced Growth and Responsibility for the Future

We recognize that doing business in today's world is no longer measured solely by economic profit, but also by the positive impact created for society and the environment. Therefore, we place great emphasis on:

- Reducing carbon footprint and environmental impact through eco-friendly advertising innovations
- Developing human capital with Upskill & Reskill programs to enhance the capabilities of employees at all levels
- Fostering collaboration with business partners to build a circular economy and improve the efficiency of the value chain

The world continues to change rapidly, and we firmly believe that Plan B's growth must align with sustainable development. The company remains committed to driving its operations based on good governance principles, ensuring transparency and accountability, to deliver genuine value to all stakeholders.

We sincerely thank everyone for being part of Plan B's sustainability journey. Together, we will continue to create positive change and move forward toward a future of shared, sustainable growth.

**Dr. Pennapa Thanasarnsilp**  
Vice Chairman





## ABOUT THIS SUSTAINABILITY REPORT

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

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

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

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

### Reporting Scope

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

The financial performance has been audited by the auditing firm EY (Ernst & Young), and the auditor's report is included in the annual report for the year 2024.

### Contact Channels

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

### Investor Relations and Sustainability Management Department

#### Plan B Media Public Company Limited

1700 Plan B Tower New Petchburi Road Makkasan, Ratchathewi, Bangkok 10400

Tel: +662 530 8053

E-mail: [irplanb@planbmedia.co.th](mailto:irplanb@planbmedia.co.th)

# VISION

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

# OBJECTIVE

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

# ACHIEVEMENTS IN ADVANCING SUSTAINABLE BUSINESS DEVELOPMENT IN 2024

Plan B remains committed to driving business excellence in tandem with sustainability, placing strong emphasis on environmental, social, and governance (ESG) considerations across all areas of its operations. This unwavering commitment is reflected in the numerous awards and certifications the Company has consistently received, reinforcing its role as an industry leader that not only pursues business growth but also embraces social responsibility and sustainable development. These efforts are designed to deliver long-term value to all stakeholder groups.



Plan B was assessed under the **2024 SET ESG Ratings** (formerly known as Thailand Sustainability Investment – THSI) and achieved a rating of “**AA**” in the Service sector category by the Stock Exchange of Thailand. This recognition underscores the Company’s strong commitment to sustainable business practices, with a focus on delivering value to all stakeholders. It also reflects Plan B’s ongoing efforts to contribute to a more sustainable society while ensuring balanced and responsible business growth.



Plan B was honoured as one of the **ESG100** companies for the second consecutive year by the Thaipat Institute. This organization assesses the environmental, social, and governance (ESG) performance of listed companies in Thailand. This recognition reflects Plan B’s unwavering commitment to sustainable business practices, long-term value creation for stakeholders, and operations that are transparent, governed by integrity, and socially and environmentally responsible.



Plan B has been certified as **a member of the Thai Private Sector Collective Action Against Corruption (CAC)**, reaffirming its commitment to conducting business with integrity, transparency, fairness, and accountability. The Company has established clear guidelines and practices to prevent fraud and corruption, reinforcing its dedication to good corporate governance and long-term organizational sustainability.



Plan B has been awarded the highest rating of “**Excellent**” (5 stars) in the **Corporate Governance Report (CGR)** of Thai Listed Companies by the Thai Institute of Directors (IOD) for eight consecutive years. This consistent recognition underscores the Company’s strong commitment to conducting business with transparency, integrity, and accountability, while fostering trust among investors and all stakeholder groups.



**Plan B was honored with**

# **THE THAILAND'S TOP CORPORATE BRANDS 2024**

**as the organization with the highest brand value in the Media and Publishing category**



Plan B received the Thailand's Top Corporate Brand 2024 award in the Media and Publishing category at the ASEAN and Thailand's Top Corporate Brands 2024 event. The recognition was jointly organized by the Master in Branding and Marketing (MBM) program of the Faculty of Commerce and Accountancy, Chulalongkorn University, and the Stock Exchange of Thailand. This award highlights Plan B's capability to sustainably build brand value through robust strategies, outstanding innovation, and responsible business practices, reinforcing its position as a leader in the advertising media industry





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

# BUSINESS STRATEGIES



## ACTIVE

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

## GROWTH

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

## INNOVATION LEADERSHIP

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

## 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 OVERVIEW

(GRI 2-1, 2-6)

Being the leading out-of-home media service provider with the most diversified portfolio of media types and nationwide coverage spanning Bangkok and the upcountry, the Company offers a wide variety of advertising media platforms through innovation and technology. It also provides media maintenance services that meet international standards, enabling brand owners to effectively reach their target customers.

The Company has been inactive in pursuit of extensive content development to serve the needs of brand and product owners in all dimensions, appealing marketing planning consultation, and interesting content creation.

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

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

Apart from expanding and developing the out-of-home media channels, the Company is committed to diversifying its media portfolio through engagement marketing business by deploying two types of quality content: sports marketing and artist management.

Sports marketing can be classified into five types per the following:

1. Football
2. Combat
3. International Broadcast
4. E-Sport and Online gaming
5. Running

The Company has developed music content featuring the girl group BNK48 and boy band PROXIE, promoting their work through out-of-home (OOH) media to strengthen the connection between brands, services, and their target audiences. This approach fosters closer engagement between fans and artists. Additionally, the Company has consistently generated revenue from its successful event and concert management business. Notable examples include the Thai Rhythm Music Festival, featuring leading artists; the SCRUBB LIGHT - HEAVY WEIGHT concert, well-received by fans; and the Bakerian concert, showcasing its artists' unique charm and creativity. These activities contribute to the Company's revenue and enhance its reputation as a high-quality event organizer, elevate entertainment experiences, and add significant value to its overall business.

## Out-of-home Media

1. **Transit Media** can be categorized into three types as follows

1.1 **Advertising media outside and inside air-conditioned buses**

With over 20 years of expertise in providing advertising space inside and outside public transport buses, which was the Company's initial business venture and what made it recognizable, the Company currently has more than 3,383 buses in its advertising network. This includes managing advertising spaces on private company buses. Additionally, the Company has acquired the rights to manage advertising on electric public buses, both inside and outside, also known as electric vehicles (EV) buses, from the Bangkok Mass Transit Authority (BMTA) for ten years. This has enabled the Company to cover advertising spaces across more than 208 bus routes throughout Bangkok. The types of media installed in public transport buses are mainly of two types:

- **Advertising media outside buses**

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



- Advertising media inside buses

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



## 1.2 Advertising Media in the MRT System

The Company has expanded its advertising media within the Metropolitan Rapid Transit (MRT) system, recognizing the potential and positive growth trend from the expansion plans of the MRT routes. By 2024, the service will cover more than 38 stations, providing a network that connects inner Bangkok, outer Bangkok, and the surrounding metropolitan region. The company's media includes passenger information displays (PIDs) located inside and outside the train carriages, which provide passengers with information.



### 1.3 Advertising Media on Electric Tuk-Tuks

The company is expanding its branding strategy to a more sustainable approach, targeting specific urban communities with 'MuvAds', a new advertising medium on Muvmi electric tuk-tuks. This innovative concept combines modernity with environmental consciousness through a 100% electric drive system and on-demand ride-sharing app services. With coverage in 11 central Bangkok areas, including CBDs, communities, workplaces, and shopping centres, and over 3,000 hop points throughout the city, MuvAds offers a unique and effective way to reach your target audience.



### 1.4 Advertising Media on Nakhonchaiair Bus (NCA Bus)

This is a mobile advertising medium with the widest coverage across the northern and northeastern regions of Thailand. With a fleet of 200 buses operating on 24 routes, this medium provides extensive reach to a wide target audience, especially those in rural areas.

Additionally, there are advertising spaces in Bangkok's bus terminals, which are used by an average of 6 million passengers annually. These spaces are strategically located at key points along passenger journeys within the terminals, from the entrance to ticket counters and waiting areas. This high visibility significantly enhances brand recall among passengers.





## 2. Classic Media

The company's static advertising media offers a variety of billboard sizes, distinctive locations, and presentation styles that set it apart from other service providers. This diversity helps attract consumer attention, create brand recall, and precisely generate product and service awareness. The media reaches a comprehensive target audience in key areas, including business districts and community centres on sidewalks, main roads, expressways, and outside buildings. The focus is on areas with high traffic and dense populations to ensure prominent and frequent visibility. The Company has expanded its media coverage to various key provinces to cater to the increasing population and tourists, offering services including large billboards with a total of 4,020 billboards nationwide and network billboards focusing on provinces that are economic and tourism hubs in Thailand. This expansion ensures comprehensive coverage in Thailand's key areas.

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



### 3. Digital Media

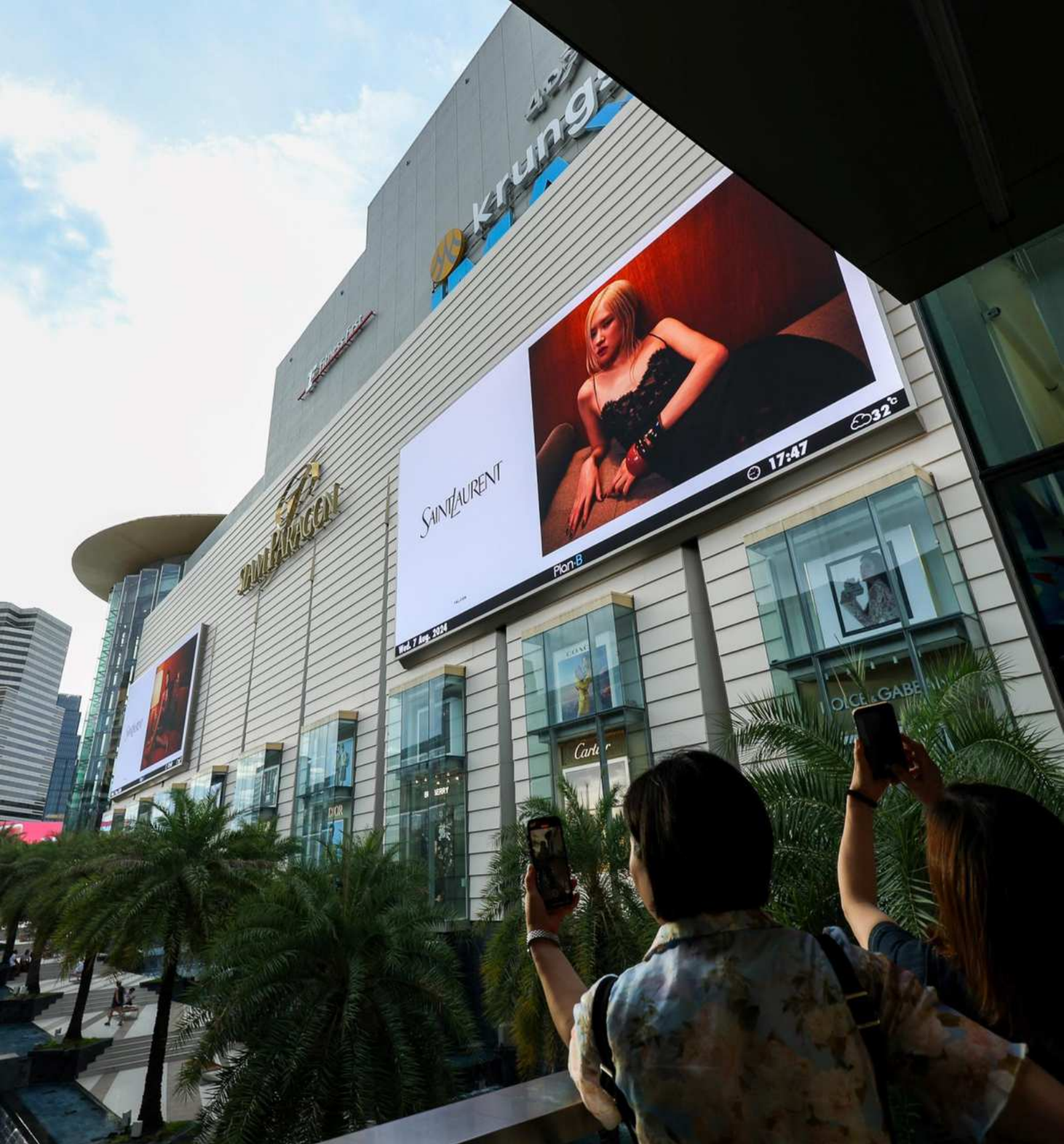
Digital advertising media have the highest growth rate due to their striking presentation and integration of modern technologies, resulting in various display formats. This is complemented by a specially selected control system, offering flexibility, speed, and high security, which differentiates it from the general perception of advertising media. Moreover, it can respond to changing campaign needs and brand development requirements, aligning with desired timings to create brand awareness and recall effectively. The strategic placement of digital advertising media in key locations, such as Bangkok's Central Business District (CBD), leading shopping malls, economic zones, and areas with heavy traffic and dense populations, extends to 71 provinces nationwide. This creates a network of over 660 digital advertising screens (excluding screens inside 7-Eleven stores).



The company modernises digital advertising media and recognises the importance of serving the public through digital media by reporting traffic conditions (via Intelligent traffic signs). This enhances the quality of life for city residents and helps address Bangkok's traffic issues by integrating modern technology, highlighting the features of the Accident report system and CCTV cameras, and improving traffic reporting efficiency. Additionally, the Company enhances the viewer's experience by upgrading and adding value to out-of-home advertising with 3D techniques on digital screens, offering a more realistic experience to the audience.







In 2024, the Company renovated 74 digital screens across Thailand to enhance clarity, reduce glare, and lower greenhouse gas emissions. Additionally, it addressed the lighting issue for static lightbox-type billboards, making them more prominent at night.

In addition, we have expanded our digital media to other locations such as Exchange Tower and Gateway X, which will significantly enhance brand visibility and recognition.



VGI Plan B



4. **Advertising Media in Malls, Supermarkets and Convenient Stores** can be categorized into two types as follows

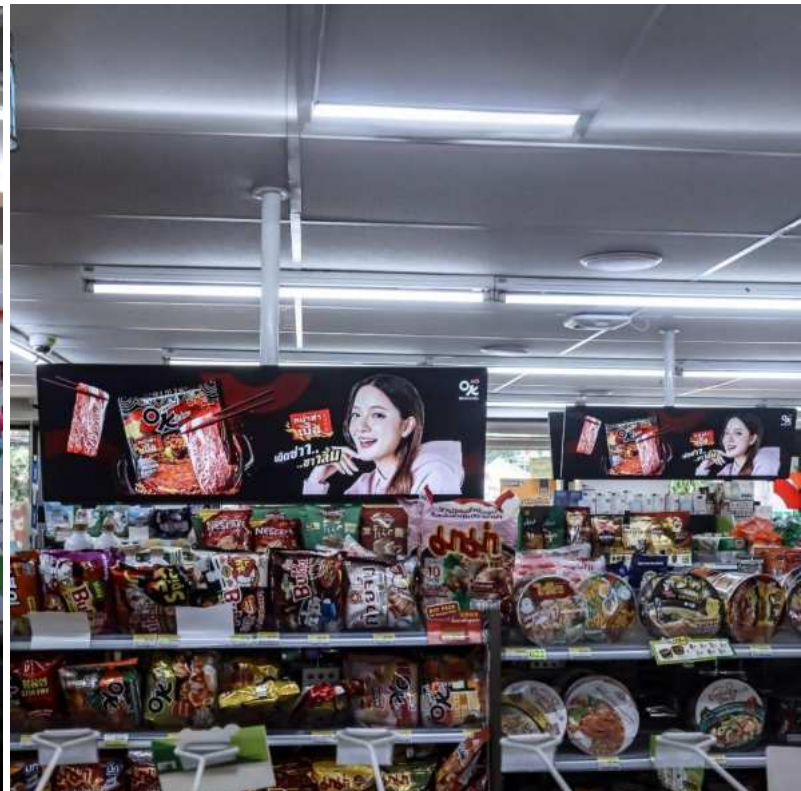
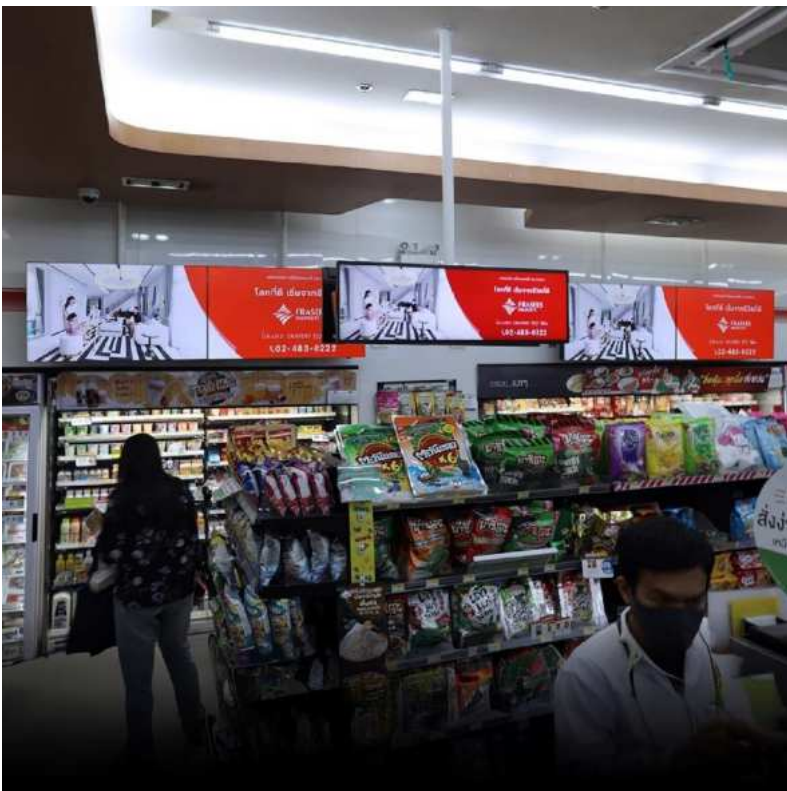
#### 4.1 Advertising Media in Malls

The Company's advertising network within shopping malls is a medium that can reach a wide range of target audiences with purchasing power. It is also popular for marketers to stimulate sales and reinforce brand recognition of products and services. Moreover, it can effectively encourage consumers to make purchase decisions. The Company is committed to developing advertising media in leading shopping malls, offering comprehensive services both inside and outside the buildings, ranging from static advertising to digital media that can interact with consumers. Currently, the Company has advertising media inside shopping malls, such as Mega Bangna, Siam Centre, Siam Paragon, The Emporium, and The EmQuartier, as well as shopping centres within the Central Group network. Furthermore, with diverse display formats and presentation technologies, as well as the strategic placement of advertising media in visually appealing and prominent locations both inside and outside the malls, the Company effectively enhances brand recognition for its products and services. The Company's advertising media within shopping malls covers areas in both the city centre and suburban locations, allowing the Company's media to meet the needs of various product and service brands and reach a wide range of target audiences.



#### 4.2 Advertising Media Inside Convenience Stores

The Company has integrated technology with the development of modern advertising media formats to increase opportunities for brands, content, and various promotions to reach consumers. Currently, the Company provides advertising services within 7-Eleven convenience stores, with over 14,106 screens nationwide. In 2024, the Company installed digital screens in 2,000 7-Eleven branches in Bangkok and other provinces. The screens are strategically placed above the beverage coolers, the frozen food shelves, and the snack and casual eating shelves. These locations are easily visible and effectively cover many target audiences.



It is the final advertising medium before the moment of purchase, reaching consumers inside leading convenience stores and hypermarkets across Thailand, with both visual and audio elements.



## 5. Airport Media

The Company has expanded its airport advertising business to cater to a broader target audience in all travel segments. Due to the trend of lower airline ticket prices, most consumers opt for airline services over other public transportation options. Presently, the Company offers advertising services at over 28 airports nationwide, with 3,538 advertising boards. These include advertisements at airport entrances and exit gates, luggage trolleys, and luggage itself, ensuring visibility and reach to all airport users.





Furthermore, enhance brand recognition through advertising opportunities on Thai Airways' in-flight screens. As Thailand's national airline, Thai Airways operates over 60 world-class destinations, averaging 5,000 flights per month. Reach a captive audience in a premium environment and showcase your brand to travellers worldwide. In 2024, there will be a total of 15,792 screens.



## Engagement Marketing

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

### Sports Marketing

#### 1. Football

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

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

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





## 2. Combat

In 2021, the Company established Global Sport Ventures Co., Ltd., a subsidiary that operates as a holding company, focusing on investments in the boxing industry. Managed by a team of experienced professionals, the subsidiary aims to elevate the profile of Muay Thai and international boxing on the global stage while promoting Muay Thai as a key Soft Power of Thailand.

The Company believes the boxing business will become a vital driver of its sports marketing segment. Initial efforts included organizing a major event to revive Muay Thai, severely impacted by the COVID-19 pandemic. This event featured over 600 boxers and 660 trainers from 77 provinces across Thailand. Additionally, Global Sport Ventures plans to acquire a stake in Rajadamnern Boxing Stadium Co., Ltd., the operator of one of the world's oldest and most iconic boxing arenas. This strategic investment aims to transform Rajadamnern Stadium into a Global Hub of Muay Thai, working with leading promoters to propel Muay Thai onto the global stage and reinforce its position as a true Soft Power of Thailand.

In 2022, the Company launched the Rajadamnern World Series (RWS), marking a transformative step for Rajadamnern Stadium. The tournament introduced new formats, including reducing matches from 5 to 3 rounds (each 3 minutes long), implementing transparent scoring with real-time results, and reducing the ring size from 7x7 meters to 6x6 meters for even more incredible excitement.

In 2023, the RWS expanded with an enhanced second season, increasing prize money from THB 1 million to THB 3 million per division and offering weekly bonuses to intensify competition. The Company collaborated with four leading promoters—Petchyindee, Kiatpetch, Palangmai, and Sasiprapa—to launch RWS Fight Night, which is broadcast every Saturday at 8:05 PM on Workpoint 23, YouTube (WorkpointOfficial), and Facebook (Workpoint Entertainment).





In 2024, the Company diversified its activities by extending the event schedule to 7 days, targeting Thai and international tourists who are passionate about Muay Thai and eager to experience the sport at Rajadamnern Stadium. The RWS also began broadcasting on DAZN, a leading global sport streaming platform, reaching over 200 countries worldwide.

The Company plans to host international Muay Thai competitions to build global popularity and captivate audiences worldwide. This ongoing commitment underscores the company's dedication to promoting Muay Thai as a powerful soft power of Thailand, bringing pride to the nation on the global stage.



### 3. International Broadcasting

In 2021, the Company was appointed marketing rights manager for the Tokyo 2020 Olympics, overseeing broadcasting, sponsorship, and content management rights. The initiative aimed to make the world's most significant sporting event accessible to all Thais, fostering national pride and excitement in supporting Thai athletes on their journey to Olympic gold.

In 2023, the Company demonstrated its capabilities by promoting the Hangzhou 2022 Asian Games, Asia's largest multi-sport event. Using a comprehensive 360-degree communication strategy, it delivered engaging experiences before, during, and after the event. This included standout out-of-home (OOH) media campaigns featuring iconic key visuals and Fast Ads, which dynamically updated content during key moments of the competition, resonating with audiences across Thailand.

Building on these successes, in 2024, the Company assumed the official broadcasting and marketing rights for the Paris 2024 Olympics in collaboration with Dentsu Inc., as authorised by the International Olympic Committee (IOC). The Company is committed to creating a nationwide Olympic movement, leveraging multi-channel strategies and public-private collaborations to provide world-class experiences. The marketing strategy is divided into five phases: Countdown (100 days), Promotion of Thai athletes, Real-time broadcasting, Celebration of successes, and Support for the Paralympics by Utilizing the 4Os Media approach, the Company employs Out-of-home (14,000 screens), Online media (StadiumTH and social platforms), Television (21 channels), and Events (Olympic Park @ Samyan Mitrtown). The Company aims to inspire national pride and global recognition by elevating the Paris 2024 Olympics to the status of a historic event for Thailand.



#### 4. E-Sports and Online Gaming

The Company has expanded its Engagement Marketing business by developing eSports and online gaming initiatives to unlock new business opportunities and effectively reach emerging target audiences.

In 2023, the Company organized the “e-Football THAI LEAGUE 2023” in collaboration with Thai League clubs, Thai League Co., Ltd., and the Football Association of Thailand. The tournament aimed to promote Thai eSports by identifying eSports team managers, establishing career paths for new coaches, and nurturing eSports athletes from 16 Thai League clubs. This process included player selection, training, and income management.

The e-Football THAI LEAGUE 2023 GRAND FINAL, held in August 2023, achieved over 11 million reach and 9 million views, strengthening the competitive landscape and professional standards of Thai eSports. This success positions Thai eSports for sustained growth on the global stage. The Company is committed to leveraging eSports as a key driver of its Engagement Marketing business while elevating the sports industry and creating sustainable opportunities within Thailand's eSports ecosystem.

#### 5. Running

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

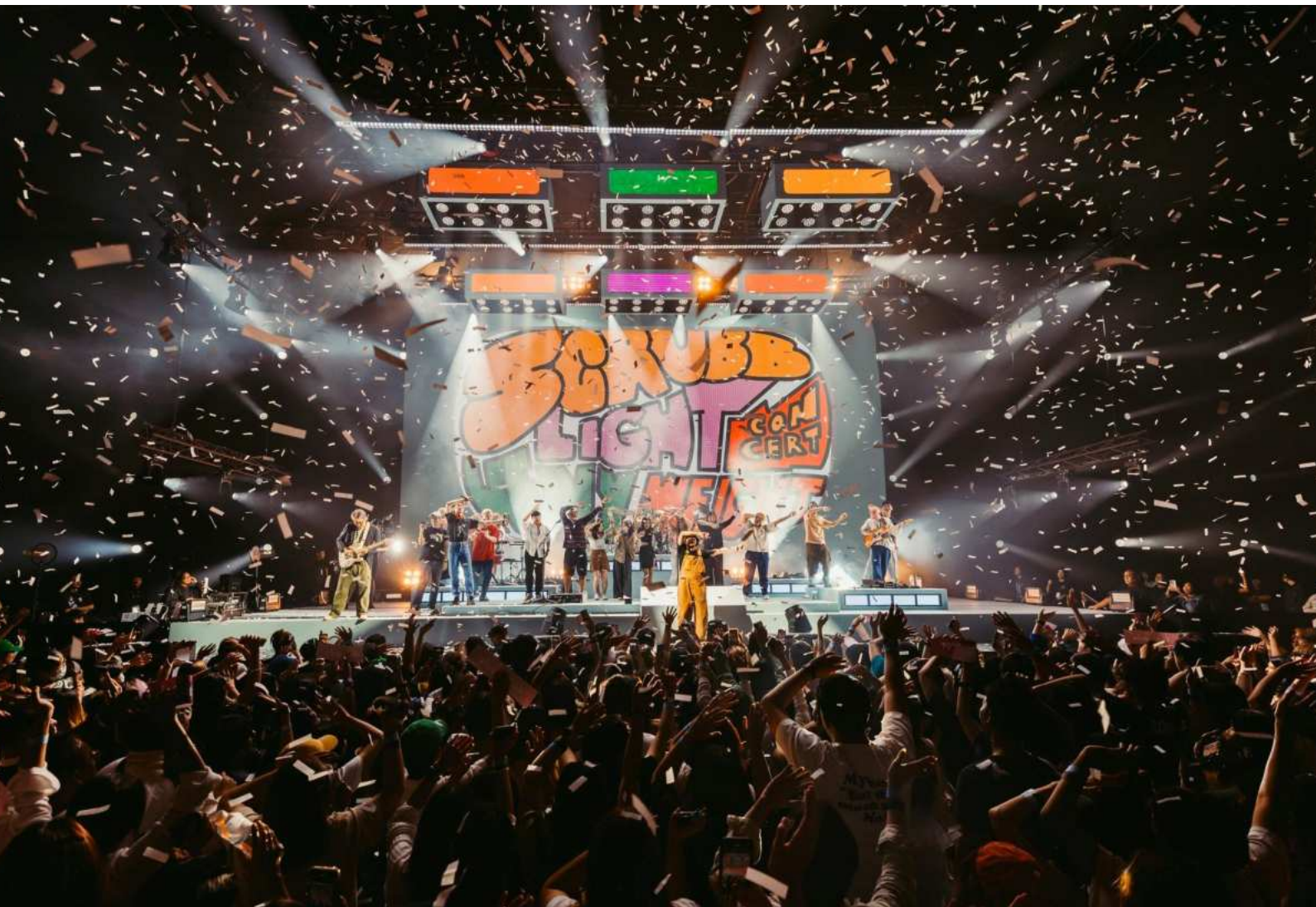


## Music Marketing

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

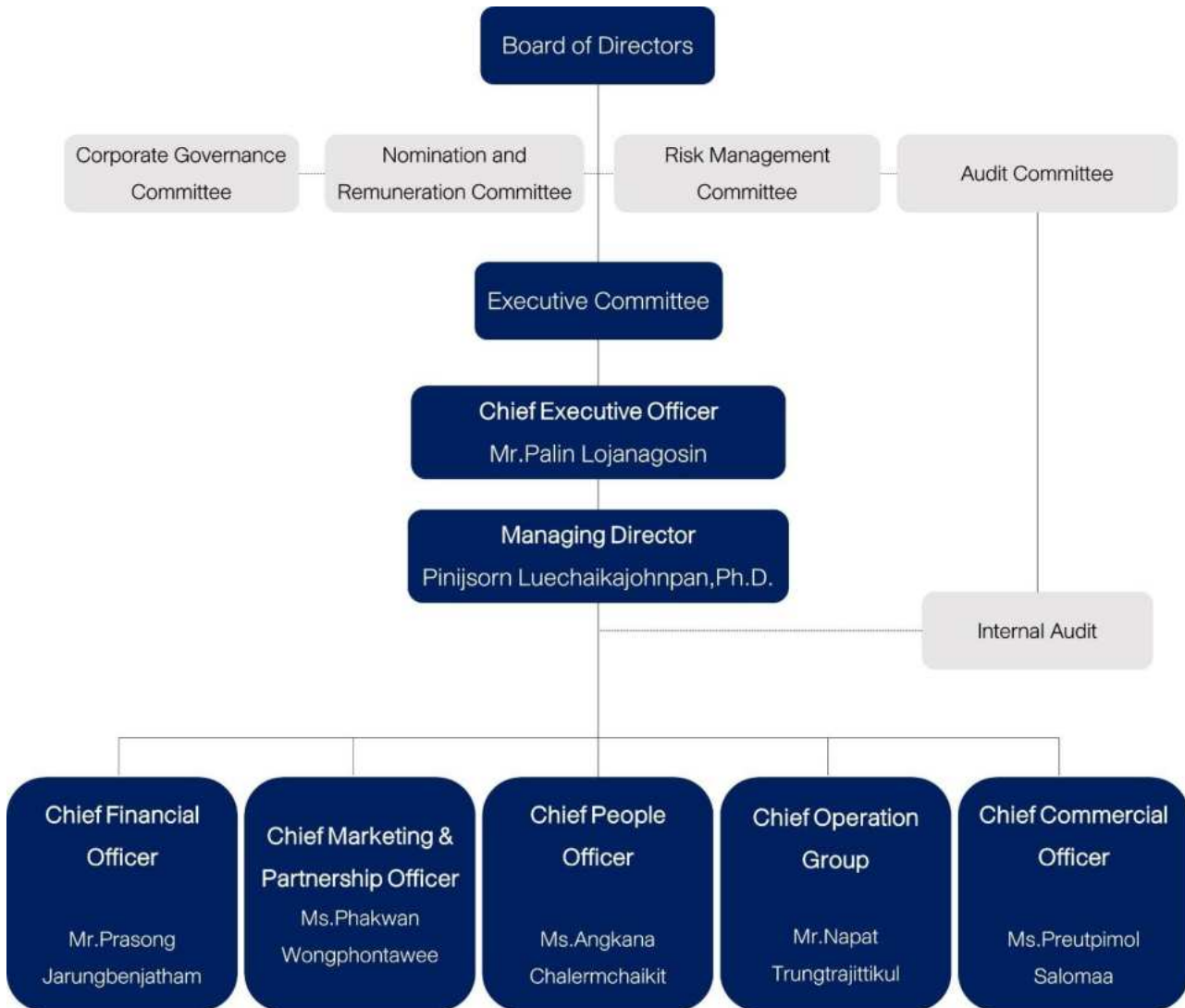
- 1) Merchandising & Events
- 2) Sponsorship & Endorsement
- 3) Contents & Multichannel

The Artist Management business generates revenue and boosts the Utilization Rate of the Company's innovative out-of-home (OOH) media. High-quality content effectively fosters strong connections between target audiences and artists. Additionally, the Company achieved significant success in event and concert management over the past year with standout performances, including the Thai Rhythm Music Festival, SCRUBB LIGHT - HEAVY WEIGHT concert, and Bakerian concert, all of which received excellent audience feedback. These activities drive revenue and reinforce the Company's reputation as a provider of premium events, elevate entertainment experiences, and add remarkable value to the overall business.



# ORGANIZATION CHART

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



## AWARDS AND ACHIEVEMENTS

(GRI 2-28)

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

### Awards: Project Developments

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



### Awards: Management and Finance

- The company has been a member of the SET100 Index from 2015 to 2024
- The company has been a member of the MSCI Small Cap Index by Morgan Stanley Capital International (MSCI) from 2015 to 2024



### Awards: Corporate Governance

- The Company has been continuously certified and renewed as a member of the Collective Action Coalition against Corruption (CAC) by the Thai private sector from 2019 to 2024
- The company's corporate governance was evaluated as "Excellent," marking the 7th consecutive year of achieving this rating from 2017 to 2024
- The company received a "100 score" in the annual general meeting (AGM) quality assessment project by the Thai Investors Association from 2017 to 2022
- The company received the Top 70 ASEAN Corporate Governance Scorecard award in 2018 and the ASEAN Corporate Governance Scorecards Award 2019 (ASEAN Asset Class Award)



**Awards: Sustainable Development and Environmental Conservation**

- The company received the ESG100 award in the category of sustainable companies worth investing in, or the ESG Emerging List in 2023–2024, by the ESG Rating of the Thai Institute of Directors
- The company received the Thailand Sustainability Investment 2023 award, marking the 4th consecutive year from 2021 to 2024, organized by the Stock Exchange of Thailand (SET)
- The company received the SET ESG Ratings award in 2023-2024 from the Stock Exchange of Thailand (SET)
- The company received the Sustainability Disclosure Award from the Thai Institute of Directors in 2022-2024



**Award: Investor Relations**

- The company received the Best Investor Relations Awards from the SET AWARDS for the 4th consecutive year from 2021 to 2024, organized by the Stock Exchange of Thailand and the Banking and Finance Journal. The awards were given for excellent investor relations as follows
  - From 2021 to 2022, in the category of listed companies with a market capitalization of more than THB 10,000 million but not exceeding THB 30,000 million
  - In 2023, in the category of listed companies with a market capitalization of more than THB 30,000 million but not exceeding THB 100,000 million
  - The Outstanding Investor Relations Award for 2021–2022 in the category of listed companies with a market capitalization of more than THB 10 billion but not exceeding THB 30 billion.
  - The Outstanding Investor Relations Award for 2023–2024 in the category of listed companies with a market capitalization of more than THB 30 billion but not exceeding THB 100 billion.



## PLANB'S SUSTAINABILITY DEVELOPMENT GUIDELINES

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





## CORPORATE GOVERNANCE

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

### Economy



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

### Society



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

### Environment



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



## SUSTAINABILITY POLICY AND GOALS

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

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

The company has developed and distributed sustainability guidelines to employees and business partners to promote understanding and collaboration in conducting business by international standards. In addition, PLANB has established a business sustainability committee responsible for reviewing policies and plans related to sustainability. The committee comprises representatives from various internal departments, including Value Management, People, Purchasing, Digital Media, Static Media, Legal, Marketing, Investor Relations, and Corporate Secretary. Furthermore, sustainability performance is reported to the company's Governance and Sustainability Board on a semiannual basis.

To ensure the company's sustainability framework remains effective and aligned with current circumstances, it conducts an annual review of its sustainability policy. This review places emphasis on key issues that impact the business, such as climate change, sustainable innovation, and effective supply chain management.

Driven by this commitment, Plan B Media has been selected as a member of the Thailand Sustainability Investment (THSI) for four consecutive years (2021–2024), as recognized by the Stock Exchange of Thailand. The company has consistently improved its evaluation scores each year, as follows:

- 2021: 80 points
- 2022: 83 points
- 2023: 87 points
- 2024: 88 points

The upward trend in scores reflects the company's dedication to sustainable development, not only in generating business profits but also in creating tangible positive impacts on society, the economy, and the environment.

The company continues to advance its business in alignment with the United Nations Sustainable Development Goals (SDGs), with a strong commitment to growing alongside society, considering the interests of all stakeholders, and elevating its business practices to meet internationally recognized best practices.



## PLANB VALUE CHAIN

(GRI 2-6)

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

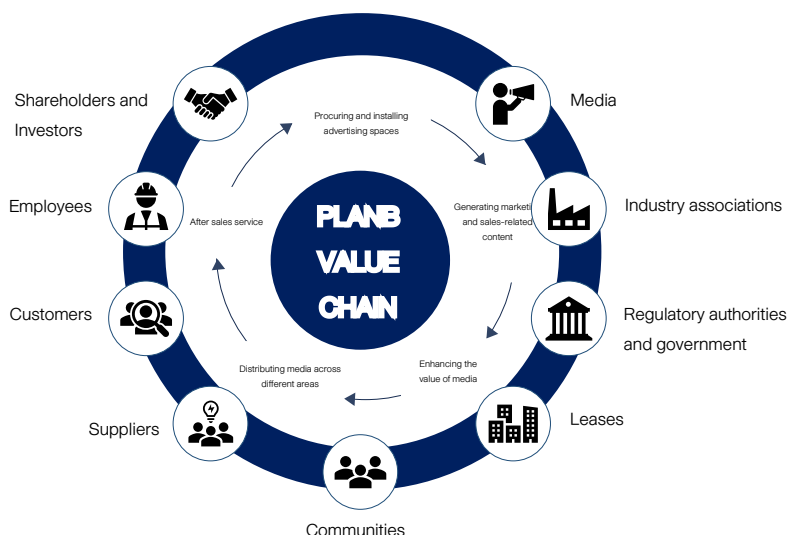
The Company intends to enhance efficiency in sourcing and selecting locations for its advertising media and managing the media to attain the highest quality while reducing waste from media installation to minimize the environmental footprint to the surrounding areas. In addition, the Company has set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

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

PLANB places high importance on selecting suppliers from upstream to downstream, choosing companies that prioritise resource conservation and reducing environmental degradation. This is supported by promoting a Green Procurement policy within the organisation and throughout the supply chain, creating mechanisms to reduce resource usage and decrease waste and pollution emissions. Additionally, the company has formally announced a human rights policy, establishing a framework for all business partners to adhere to human rights principles and incorporating these principles into its procurement processes.

The company places great importance on regularly monitoring and evaluating its business partners to prevent and mitigate human rights risks. It has also established remedial measures to address any instances of human rights violations that may occur within the supply chain.

Through these approaches, Plan B Media remains committed to building a sustainable business value chain alongside responsible, transparent, and equitable operations, aiming to drive long-term growth in harmony with society and the environment.



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

- **Screening and Selection:** All suppliers must sign and acknowledge the Code of Conduct for Suppliers, which applies to procurement, purchasing, and hiring processes, as well as provide information on related business activities that may incur ESG risks. Nevertheless, in case a supplier has a business activity with potential impacts according to ESG principles, the supplier must conduct a self-assessment that inquires about the performance on quality of products and services related to corporate governance and social and environmental aspects to be able to identify and classify risk and formulate plans to manage before formally informing the Company so that the Company is well-informed to be able to select suppliers properly.
- **Monitoring and Assessment:** All suppliers with a long-standing business relationship with the Company will be evaluated for their performance, which can be categorised into product quality assurance and sustainability, or ESG assessment, to ensure that suppliers meet the Company's sustainability standards and selection criteria to become its suppliers. The Company truly believes that sustainable supply chain management is critical to forming strong business partnerships in the future.

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

- **Investment:** The foundation of business sustainability begins with the acquisition of potential land and locations for out-of-home screens, including capital for project development, to enhance our business and drive innovation in the out-of-home sector.
- **Project Development:** Collaborate with alliances and business partners to create out-of-home media to meet consumer needs.
- **Construction:** Enhance eco-efficiency in operations through environmentally friendly processes, such as utilising LED bulbs to reduce greenhouse gas emissions.
- **Asset Management:** Enhance service and customer relationship management to deliver the best experience and sustainability value to stakeholders.

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

The company firmly believes that sustainable supply chain management is a key foundation for building strong, long-term business partnerships. With this conviction, the company emphasizes fostering collaboration in all aspects of sustainable business development through an integrated and continuous approach. To this end, the company regularly provides safety training for new partners involved in project work and media installation, as well as for existing partners identified as having safety-related risks. These initiatives aim to raise safety standards, minimize potential risks, and reinforce mutual trust—underscoring the company’s commitment to promoting stable and sustainable shared growth.

## STAKEHOLDER IDENTIFICATION AND PRIORITIZATION

Stakeholder Identification and Prioritization is a key process within the organization's sustainability framework. It enables the company to effectively manage risks, enhance transparency, respond to stakeholder expectations across all ESG dimensions, and drive responsible and sustainable business operations. The process involves the following key steps:

### 1 Stakeholder Identification

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

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

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

#### Principles for identifying stakeholders of the company

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

Source: Stakeholder Engagement Standard (SES)

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

In addition, to ensure alignment with sustainability principles, the company should consider a comprehensive range of stakeholders across various dimensions in accordance with the ESG framework, as follows:

- **Environmental:** Local communities and government agencies that may be affected by the company's operations, such as through the use of natural resources, waste discharge, or ecological changes.
- **Social:** Employees, business partners, customers, as well as vulnerable labour groups or communities that may be at risk of being affected by the company's policies or practices.
- **Governance:** Shareholders, investors, and regulatory agencies that play a role in promoting transparency, oversight, and supporting the company's adherence to good corporate governance principles.

These considerations enable the company to design tailored engagement strategies for each stakeholder group and mitigate potential future risks across environmental, social, and governance (ESG) dimensions. Furthermore, they support the company in achieving stable and sustainable long-term business operations.

The company divides stakeholders into nine groups as follows:

- |                           |                                          |
|---------------------------|------------------------------------------|
| 1. Shareholders/Investors | 6. Leases                                |
| 2. Employees              | 7. Regulatory Authorities and Government |
| 3. Customers              | 8. Media                                 |
| 4. Suppliers              | 9. Industry Associations                 |
| 5. Communities            |                                          |

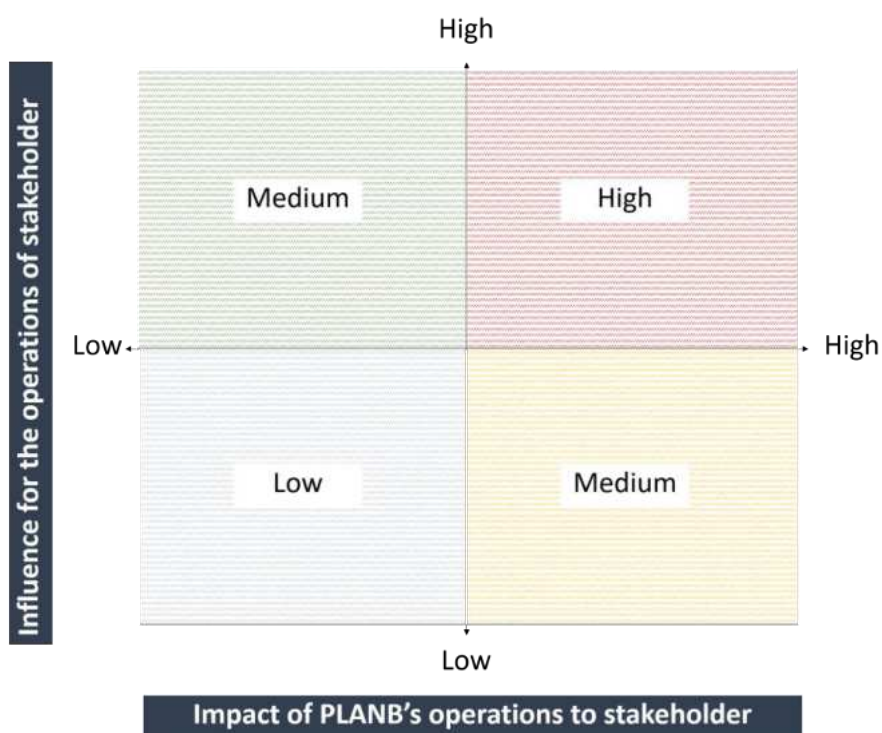


## 2 Stakeholder Prioritization

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

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

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



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

- **High Level (Red Zone):** These stakeholders have a high level of influence and interest. The company should prioritize this group first because they significantly impact and are affected by its operations.
- **Moderate Level (Green Zone):** These stakeholders have high influence but low interest in the issue. The company's operations do not significantly impact them but can greatly influence them. Therefore, the company should work to raise awareness and develop positive perceptions among these stakeholders.
- **Moderate Level (Yellow Zone):** These stakeholders have low influence but high interest. The company's operations significantly impact them but have little influence over them. The company should support the consolidation of this group and gather their feedback to facilitate its operations.



- Minor Level (Blue Zone):** These stakeholders have low influence and interest. The company's operations do not significantly impact them and have little influence over them. Therefore, the company should not focus much on managing this group but may view them as having potential for future development in both influence and interest toward the company.

**Form of stakeholder engagement**

| Levels of stakeholder importance | Objectives of engagement                              | Forms of engagement                                                                                                                                                                                                                                                                                  |
|----------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Red Zone                         | Engaging and Building Relationships with Stakeholders | Two-way communication, such as <ul style="list-style-type: none"> <li>- Establishing a committee with representatives from the company and stakeholders</li> <li>- Hosting discussions to exchange ideas</li> </ul>                                                                                  |
| Green Zone<br>Yellow Zone        | Responding to the needs and concerns of stakeholders  | Limited two-way communication, such as <ul style="list-style-type: none"> <li>- Interviewing</li> <li>- Organizing seminars</li> <li>- Conducting surveys</li> </ul>                                                                                                                                 |
| Blue Zone                        | Maintaining stakeholder perceptions                   | Informing stakeholders through various communication channels, such as <ul style="list-style-type: none"> <li>- Publication of the Sustainability Report</li> <li>- Communication through the company website and printed media</li> <li>- Disclosure of general information as scheduled</li> </ul> |


## STAKEHOLDER ENGAGEMENT

(GRI 2-29, 2-30)

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


| Stakeholders                                                                                                      | Issues of interest                                                                                                                                                                                                                                  | Action and response                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Communication and engagement channel                                                                                                                                                                                                                         | Value creation                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Shareholders / Investors</p> | <ul style="list-style-type: none"> <li>• Business ethics and transparency</li> <li>• Business operating performance and competitiveness</li> <li>• Directions of business growth and future directions</li> <li>• Information disclosure</li> </ul> | <ul style="list-style-type: none"> <li>• Strictly comply with the Code of Conduct and policies imposed by the Company</li> <li>• Conduct business in compliance with applicable laws and rules.</li> <li>• Strictly fulfil creditor conditions</li> <li>• Disclose information with transparency and timeliness</li> <li>• Open for suggestions and the voices of shareholders and investors</li> <li>• Assign responsible units to coordinate with shareholders and investors</li> </ul> | <ul style="list-style-type: none"> <li>• Annual General Meeting of shareholders</li> <li>• Company visits</li> <li>• Shareholder satisfaction survey</li> <li>• Annual report</li> <li>• The Company's website</li> <li>• Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>• Driving the organization towards sustainability</li> <li>• Operate business with transparency and accountability, including excellent and efficient corporate governance</li> <li>• Operate a business with a growing and sustainable performance.</li> <li>• Disclose performance information regularly</li> <li>• Consider the rights of shareholders and treat them equally</li> </ul> |
|  <p>Employees</p>              | <ul style="list-style-type: none"> <li>• Career advancement</li> <li>• Training for skill development</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>• Organize required training for continuous development</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Conversations, team meetings</li> <li>• Meeting of all employees by top executives</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>• Employees received the proper training to progress in their careers</li> </ul>                                                                                                                                                                                                                                                                                                            |

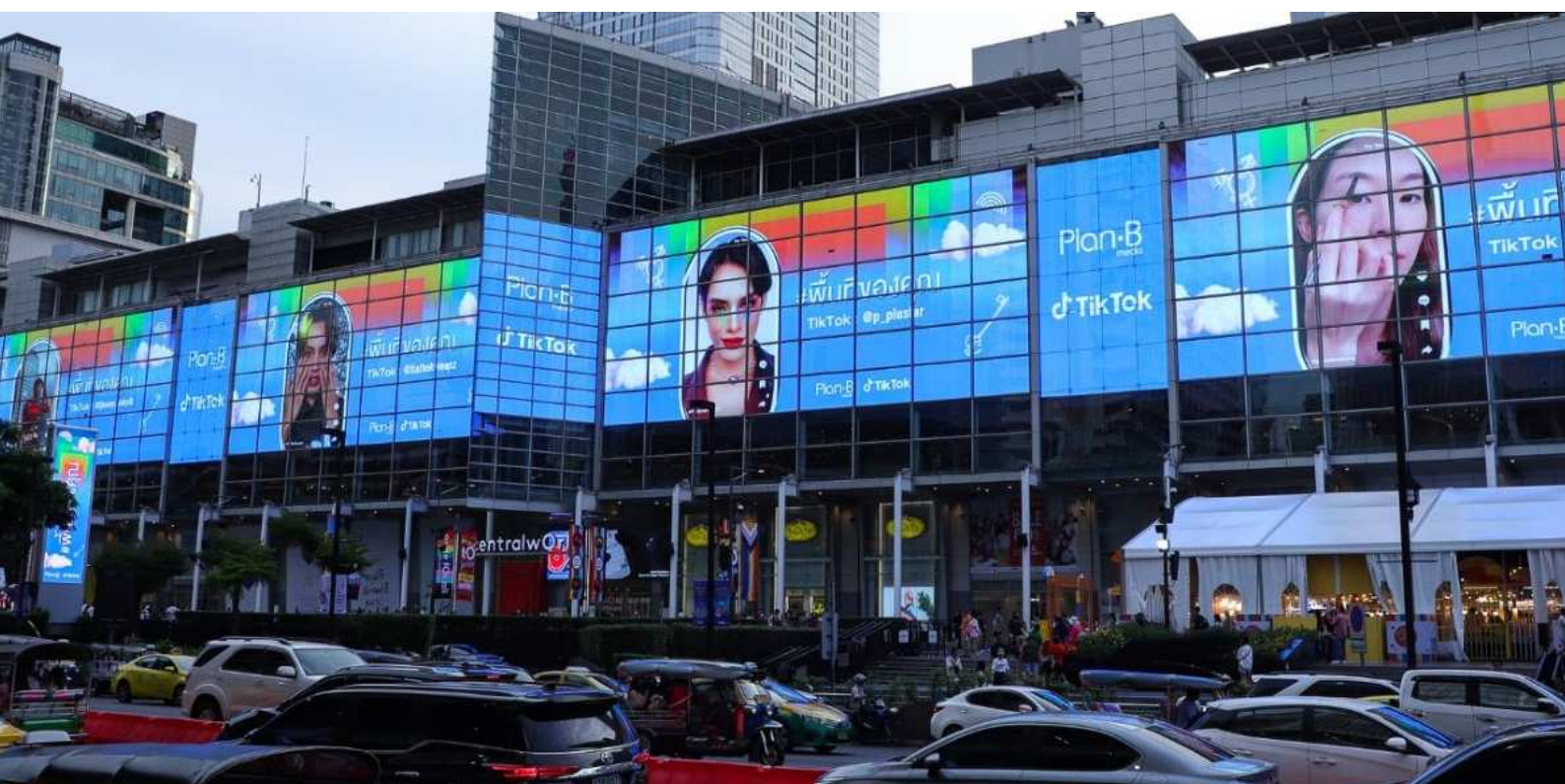
| Stakeholders                                                                                         | Issues of interest                                                                                                                                                                                                                            | Action and response                                                                                                                                                                                                                                                                                                                                                                                                                                     | Communication and engagement channel                                                                                                                                                                                  | Value creation                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                      | <ul style="list-style-type: none"> <li>• Compensation, welfare, and other benefits</li> <li>• Occupation health and safety</li> <li>• Transparency, respect for</li> <li>• human rights principles and equitable treatment</li> </ul>         | <ul style="list-style-type: none"> <li>• Provide proper employee programs to retain talent and capable employees</li> <li>• Ensure fair compensation and benefits for employees</li> <li>• Comply with Thai labour laws</li> <li>• Treat employees with respect according to human rights principles</li> <li>• Provide channels for employees to file complaints and report whistleblowing</li> <li>• Define the organization's core values</li> </ul> | <ul style="list-style-type: none"> <li>• of the functions and/or the Company</li> <li>• Intranet</li> <li>• Employee engagement survey</li> <li>• The Company's website</li> <li>• Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>• Continuous capability development</li> <li>• Career stability and advancement</li> <li>• Assessment of occupational health and safety and work environment</li> <li>• Whistleblowing mechanism</li> </ul>                              |
|  <p>Customers</p> | <ul style="list-style-type: none"> <li>• Fair treatment</li> <li>• Environmental protection</li> <li>• Locations of advertising billboards</li> <li>• Product development innovation</li> <li>• Personal data security and privacy</li> </ul> | <ul style="list-style-type: none"> <li>• Conduct business in strict compliance with applicable law</li> <li>• Introduce products and services that address customer needs at reasonable prices</li> <li>• Assign responsible units</li> </ul>                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Complaint Centre</li> <li>• Customer satisfaction survey</li> <li>• Building relationships with customers, such as organizing activities to strengthen</li> </ul>            | <ul style="list-style-type: none"> <li>• The credibility of media or products</li> <li>• Offer quality products that meet customer expectations at fair and reasonable prices</li> <li>• Provide accurate and sufficient information for customers to make decisions</li> </ul> |

| Stakeholders                                                                                         | Issues of interest                                                                                                                                                                                | Action and response                                                                                                                                                                                                                                                                                                                                                              | Communication and engagement channel                                                                                                                                                                                                                                                                                                        | Value creation                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                      | <ul style="list-style-type: none"> <li>Resource conservation</li> </ul>                                                                                                                           | <ul style="list-style-type: none"> <li>to accept opinions, suggestions, or customer complaints</li> <li>Procure raw materials from sustainable sources</li> <li>Initiate environmental conservation methods</li> <li>Strictly observe the Code of Conduct and policies imposed by the Company</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>relationships together, etc</li> <li>Receiving complaints, suggestions, and opinions through the complaint channels</li> <li>Whistleblowing channels</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>Continuously develop the quality and form of products and services</li> </ul>                                                                                                                                                                                                                                                                      |
|  <p>Suppliers</p> | <ul style="list-style-type: none"> <li>Business ethics, transparency, and equality</li> <li>Future business direction and business growth</li> <li>Capability enhancement of suppliers</li> </ul> | <ul style="list-style-type: none"> <li>Establish the Code of Conduct for Suppliers to set standards</li> <li>Develop projects that suppliers partner with the Company</li> <li>Assign units to be responsible for communication with suppliers in various matters, including directly related issues</li> <li>Treat all suppliers equally and fairly according to the</li> </ul> | <ul style="list-style-type: none"> <li>Developing media user metrics with partners</li> <li>Continuously improving the quality of media with partners</li> <li>Supplier Selection and Evaluation Process</li> <li>Meetings with suppliers</li> <li>Annual report</li> <li>The Company's website</li> <li>Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>Knowledge of technology and innovation</li> <li>Procurement is transparent and can be checked</li> <li>Comply with the terms of the contract</li> <li>Positive relationships between suppliers and the Company</li> <li>Trust and long-term relationship with the Company</li> <li>Quality products and services for other stakeholders</li> </ul> |

| Stakeholders                                                                                         | Issues of interest                                                                                                                                                                                                                                                                                                          | Action and response                                                                                                                                                                                                                                                                                                                                                                                             | Communication and engagement channel                                                                                                                                                                                                                                                                | Value creation                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Communities</p> | <ul style="list-style-type: none"> <li>• Impacts on communities and society from business operations</li> <li>• Promotion of the quality of life of communities, such as income, employment, education, and health</li> <li>• Conduct business in compliance with laws and rules</li> <li>• Protect human rights</li> </ul> | <p>Code of Conduct</p> <ul style="list-style-type: none"> <li>• Conduct business with attention and care to prevent impacts on communities and the environment</li> <li>• Strictly comply with applicable law</li> <li>• Communicate information related to communities in an accurate and timely manner</li> <li>• Initiate environmental conservation projects</li> <li>• Initiate social projects</li> </ul> | <ul style="list-style-type: none"> <li>• Field visits</li> <li>• Activities that promote social responsibility</li> <li>• Environmental activities</li> <li>• Community satisfaction survey</li> <li>• Annual report</li> <li>• The Company’s website</li> <li>• Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>• Minimize impacts from business conduct on communities and the environment</li> <li>• A positive relationship between communities and the Company</li> <li>• Tangible value-creation projects</li> <li>• Better quality of life</li> </ul> |
|  <p>Leases</p>    | <ul style="list-style-type: none"> <li>• Fair treatment</li> <li>• Environmental protection</li> <li>• Locations of advertising billboards</li> </ul>                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Conduct business in compliance with applicable law</li> </ul>                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Relationship building with lessees</li> <li>• Annual satisfaction survey</li> <li>• Annual report</li> <li>• The Company’s website</li> <li>• Whistleblowing channels</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>• Trust and confidence in the Company in the long run</li> <li>• Positive relationships between lessees and the Company</li> </ul>                                                                                                          |

| Stakeholders                                                                                                                       | Issues of interest                                                                                                                                                                                                                                                                                                                             | Action and response                                                                                                                                                                                                                                                                                                                                                                                                          | Communication and engagement channel                                                                                                                                                                                                                                                                                                    | Value creation                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Regulatory authorities and the government</p> | <ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Compliance with applicable laws and rules</li> <li>• Transparency and information disclosure</li> <li>• Collaboration with the government sector to enforce policies and to be a role model for other businesses</li> <li>• Social and environmental protection</li> </ul> | <ul style="list-style-type: none"> <li>• Conduct business with attention, care, and respect for applicable law</li> <li>• Disclose information with transparency</li> <li>• Collaborate and support business activities that generate benefits for the real estate business and the Company</li> <li>• Initiate long-term projects to mitigate impacts and improve quality related to society and the environment</li> </ul> | <ul style="list-style-type: none"> <li>• Disclosure of business operation information</li> <li>• Utilization of advertising space to share useful public information</li> <li>• Collaboration with and support for relevant initiatives and projects</li> <li>• Whistleblowing channels for reporting concerns or misconduct</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance with relevant laws and regulations</li> <li>• Transparency in bidding/concessions</li> <li>• Being an example of conducting business with responsibility</li> <li>• The credibility of the media</li> <li>• Transparent and verifiable, including excellent and efficient corporate governance</li> </ul> |
|  <p>Industry Associations</p>                   | <ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Compliance with applicable laws and rules</li> <li>• Transparency and information disclosure</li> <li>• Collaboration with industry associations to be a role model for other businesses</li> <li>• Social and environmental protection</li> </ul>                         | <ul style="list-style-type: none"> <li>• Conduct business with attention, care, and respect for applicable law</li> <li>• Disclose information with transparency</li> <li>• Collaborate and support business activities that generate benefits for the business and the Company</li> </ul>                                                                                                                                   | <ul style="list-style-type: none"> <li>• Participation in industry associations with shared objectives</li> <li>• Annual report</li> <li>• The Company’s website</li> <li>• Whistleblowing channels</li> </ul>                                                                                                                          | <ul style="list-style-type: none"> <li>• Good corporate governance</li> <li>• Positive relationships between industry associations and the Company</li> </ul>                                                                                                                                                                                                 |

| Stakeholders                                                                                   | Issues of interest                                                                                                                                                         | Action and response                                                                                                                                                                                                                                                                                                     | Communication and engagement channel                                                                                                                                                                                                                                                          | Value creation                                                                                                                                                         |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                |                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Initiate long-term projects to mitigate impacts and improve quality related to society and the environment</li> </ul>                                                                                                                                                            |                                                                                                                                                                                                                                                                                               |                                                                                                                                                                        |
|  <p>Media</p> | <ul style="list-style-type: none"> <li>Transparency and information disclosure</li> <li>Business directions</li> <li>Data security and personal data protection</li> </ul> | <ul style="list-style-type: none"> <li>Assign responsible units to build a relationship with the mass media</li> <li>Communicate and disclose information promptly</li> <li>Provide opportunities for mass media to share opinions</li> <li>Follow global trends to set future business directions and plans</li> </ul> | <ul style="list-style-type: none"> <li>Communication formats and channels</li> <li>Support and engagement in mass media activities</li> <li>Press releases and interviews through the media</li> <li>Annual report</li> <li>The Company's website</li> <li>Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>A positive relationship between mass media and the Company</li> <li>Useful and up-to-date information based on facts</li> </ul> |




## ASSESSING THE IMPORTANCE OF STAKEHOLDERS

(GRI 2-13, 3-1)

PLANB believes that each stakeholder group is crucial for sustainable development and the organisation's long-term success. Therefore, the company ensures that internal and external stakeholders are treated appropriately, equitably, and fairly.


Additionally, PLANB has developed a stakeholder engagement policy as a guideline for identifying stakeholders, pinpointing key expectation issues, developing stakeholder engagement, communicating, and reporting results throughout the business value chain.



The company identifies and determines stakeholders based on the potential impact they may have on the company's operations and the level of dependency the company has on these stakeholders. PLANB has identified nine internal and external stakeholder groups and has also provided communication channels and methods to create engagement to meet stakeholder expectations as follows:

| Stakeholders                                                                                                          | Key stakeholder interests                                                                                                                                                                                                                           | Communication and engagement channel                                                                                                                                                                                                             | Engagement frequency                                           | Company responses                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Shareholders and Investors</p> | <ul style="list-style-type: none"> <li>Conduct business with transparency and accountability, including effective corporate governance.</li> <li>Operate a business that achieves sustainable, stable, and growing financial performance</li> </ul> | <ul style="list-style-type: none"> <li>Annual General Meeting of shareholders</li> <li>Company visits</li> <li>Shareholder satisfaction survey</li> <li>Annual report</li> <li>The Company's website</li> <li>Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>Continuously</li> </ul> | <ul style="list-style-type: none"> <li>Provide employee training to ensure adherence to standards in good corporate governance and anti-corruption practices.</li> <li>Conduct business transparently, in compliance with applicable laws, and following good corporate governance guidelines</li> <li>Assess the organization's anti-corruption risks and renew participation in the Thai Private Sector Collective Action Against Corruption (CAC)</li> </ul> |



| Stakeholders                                                                                         | Key stakeholder interests                                                                                                                                                                                                                                                                                        | Communication and engagement channel                                                                                                                                                                                                                                                                                                                                                                                                                 | Engagement frequency                                             | Company responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Employees</p>   | <ul style="list-style-type: none"> <li>• Career advancement opportunities</li> <li>• Training programs to develop skills</li> <li>• Compensation, benefits, and other incentives</li> <li>• Occupational health and safety</li> <li>• Transparency, respect for human rights, and equitable treatment</li> </ul> | <ul style="list-style-type: none"> <li>• Message from the CEO through internal communication channels</li> <li>• Employee satisfaction surveys</li> <li>• Suggestion box</li> <li>• Team discussions and meetings</li> <li>• Meeting of all employees by top executives of the functions and/or the Company</li> <li>• Intranet</li> <li>• Employee engagement survey</li> <li>• The Company’s website</li> <li>• Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>• Continuously</li> </ul> | <ul style="list-style-type: none"> <li>• Achieve an employee engagement level of over 80% within the organization</li> <li>• Establish a committee for occupational health, safety, and environmental conditions at the workplace to oversee employee welfare</li> <li>• Implement a human rights policy, conduct human rights risk assessments, and provide human rights training</li> <li>• Organize training programs to develop the potential of employees</li> <li>• Develop measures and initiatives to enhance the health and well-being of employees</li> </ul> |
|  <p>Customers</p> | <ul style="list-style-type: none"> <li>• Conducting annual satisfaction surveys.</li> <li>• Receiving complaints, suggestions, and comments through established complaint channels</li> </ul>                                                                                                                    | <ul style="list-style-type: none"> <li>• Conduct business in strict compliance with applicable laws</li> <li>• Offer products and services that meet customer needs at reasonable prices</li> <li>• Assign a responsible department to receive customer</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Continuously</li> </ul> | <ul style="list-style-type: none"> <li>• Customer satisfaction level exceeding 85%</li> <li>• No significant complaints received from customers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                              |

| Stakeholders                                                                                           | Key stakeholder interests                                                                                                                                                                                            | Communication and engagement channel                                                                                                                                                                                                                                                                | Engagement frequency                                             | Company responses                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                        | <ul style="list-style-type: none"> <li>• Building relationships with customers, such as organizing joint relationship-building activities</li> <li>• Reporting news through various online media channels</li> </ul> | <ul style="list-style-type: none"> <li>• feedback, suggestions, or complaints</li> <li>• Source raw materials from sustainable origins</li> <li>• Initiate environmental conservation practices</li> <li>• Adhere strictly to the company's code of conduct and policies</li> </ul>                 |                                                                  |                                                                                                                                                                                                                                                                                                                          |
|  <p>Suppliers</p>    | <ul style="list-style-type: none"> <li>• Procure and contract transparently, fairly, and with accountability</li> <li>• Adhere to the terms of agreements in contracts</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Supplier Selection and Evaluation Process</li> <li>• Meetings with suppliers</li> </ul>                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Continuously</li> </ul> | <ul style="list-style-type: none"> <li>• Expand the scope of supplier assessments</li> <li>• Suppliers receive safety training before beginning work</li> </ul>                                                                                                                                                          |
|  <p>Communities</p> | <ul style="list-style-type: none"> <li>• Ethics and transparency in business operations</li> <li>• Business impact on the community</li> <li>• Human rights</li> <li>• Quality of life</li> </ul>                    | <ul style="list-style-type: none"> <li>• Field visits</li> <li>• Activities that promote social responsibility</li> <li>• Environmental activities</li> <li>• Community satisfaction survey</li> <li>• Annual report</li> <li>• The Company's website</li> <li>• Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>• Continuously</li> </ul> | <ul style="list-style-type: none"> <li>• The company conducts its business by the laws, regulations, and ethical code of PLANB to ensure transparency and create value for all stakeholders</li> <li>• Discloses business performance results and sustainability plans transparently on an annual basis, with</li> </ul> |

| Stakeholders                                                                                                                 | Key stakeholder interests                                                                                                                                                                                                                                      | Communication and engagement channel                                                                                                                                                                                                        | Engagement frequency                                             | Company responses                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                              |                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                             |                                                                  | investor relations<br>personnel available to provide necessary information                                                                                                                                                                                                                                                                                          |
| <br>Leases                                  | <ul style="list-style-type: none"> <li>• Ethics and transparency in business operations</li> <li>• Fair practices</li> <li>• Safety and health</li> <li>• Data security and privacy</li> <li>• Environmental conservation</li> <li>• Prime location</li> </ul> | <ul style="list-style-type: none"> <li>• Relationship building with lessees</li> <li>• Annual satisfaction survey</li> <li>• Annual report</li> <li>• The Company's website</li> <li>• Whistleblowing channels</li> </ul>                   | <ul style="list-style-type: none"> <li>• Continuously</li> </ul> | <ul style="list-style-type: none"> <li>• The company operates in compliance with laws, regulations, and PLANB's business ethics to ensure transparency in its dealings with tenants</li> <li>• The company adheres to safety policies regarding advertising billboards to ensure the safety of tenants and service users</li> </ul>                                 |
| <br>Regulatory Authorities and Government | <ul style="list-style-type: none"> <li>• Ethics and transparency in business operations</li> <li>• Collaboration with governmental agencies</li> <li>• Sustainability plans and operations</li> </ul>                                                          | <ul style="list-style-type: none"> <li>• Meetings and visits on different occasions</li> <li>• Participation in government networks</li> <li>• Annual report</li> <li>• The Company's website</li> <li>• Whistleblowing channels</li> </ul> | <ul style="list-style-type: none"> <li>• Continuously</li> </ul> | <ul style="list-style-type: none"> <li>• In addition to strictly adhering to laws and regulations, the company consistently cooperates with governmental agencies to promote sustainable development in Thailand. Furthermore, the company collaborates in other areas that contribute to fostering sustainable development and creating long-term value</li> </ul> |

| Stakeholders                                                                                                   | Key stakeholder interests                                                                                                                                                                    | Communication and engagement channel                                                                                                                                                                                                                                                                | Engagement frequency                                             | Company responses                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Industry Associations</p> | <ul style="list-style-type: none"> <li>• Ethics and transparency in business operations</li> <li>• Collaboration with associations</li> <li>• Sustainability plans and operations</li> </ul> | <ul style="list-style-type: none"> <li>• Meetings and conferences</li> <li>• Company website</li> <li>• Annual report</li> <li>• Sustainability report</li> <li>• Company representatives</li> <li>• Complaint and grievance channels</li> </ul>                                                    | <ul style="list-style-type: none"> <li>• Continuously</li> </ul> | <ul style="list-style-type: none"> <li>• The company participates in associations for signs and advertising to ensure compliance with best practices and strict operational standards. Additionally, it conducts public relations and sustainability reporting to detail collaborative activities, including the outcomes and positive impacts of these activities</li> </ul> |
|  <p>Media</p>               | <ul style="list-style-type: none"> <li>• Business growth direction</li> <li>• Business competitiveness</li> <li>• Sustainability plans and operations</li> </ul>                             | <ul style="list-style-type: none"> <li>• Communication formats and channels</li> <li>• Support and engagement in media-related activities</li> <li>• Press releases and media interviews</li> <li>• Annual report</li> <li>• Company website</li> <li>• Complaint and grievance channels</li> </ul> | <ul style="list-style-type: none"> <li>• Continuously</li> </ul> | <ul style="list-style-type: none"> <li>• The company has a communications team that manages relationships with the media and press by consistently communicating and providing new information, such as business activities, business performance, and progress in building a solid reputation with the media and press</li> </ul>                                            |

## MATERIALITY ASSESSMENT

(GRI 2-13, 3-1)

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

### 1. Understanding the organizational context

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

- Global Reporting Initiative หรือ GRI Standards
- S&P Global ESG Indices
- MSCI Index
- SET THSI Index
- Global trends in the industry

### 2. Identifying the impacts and potential consequences of materiality issues

PLANB places great importance on conducting comprehensive impact assessments to reinforce sustainable operations. The company regularly engages in discussions with internal departments and external stakeholders to identify, analyze, and evaluate both actual and potential impacts arising from issues that are material to the company, stakeholders, the economy, the environment, and human rights. These assessments cover both positive and negative impacts. This process enables the company to manage risks effectively, uncover new opportunities, and develop strategic plans that align with stakeholder expectations, ultimately fostering shared value and long-term sustainable growth.

### 3. Assessing the materiality impacts

PLANB places strong emphasis on assessing the materiality of identified impacts through a comprehensive evaluation process that considers the severity, scope, likelihood of occurrence, and the

company's capacity or limitations in remediating those impacts. The company focuses on evaluating both positive and negative impacts to appropriately prioritize issues, which in turn supports the development of effective management strategies aligned with sustainable development goals and the creation of long-term shared value with stakeholders.

#### 4. Prioritizing the materiality impact for reporting

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

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

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

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



## RESULTS OF THE ASSESSMENT AND SCOPE OF MATERIAL SUSTAINABILITY ISSUES

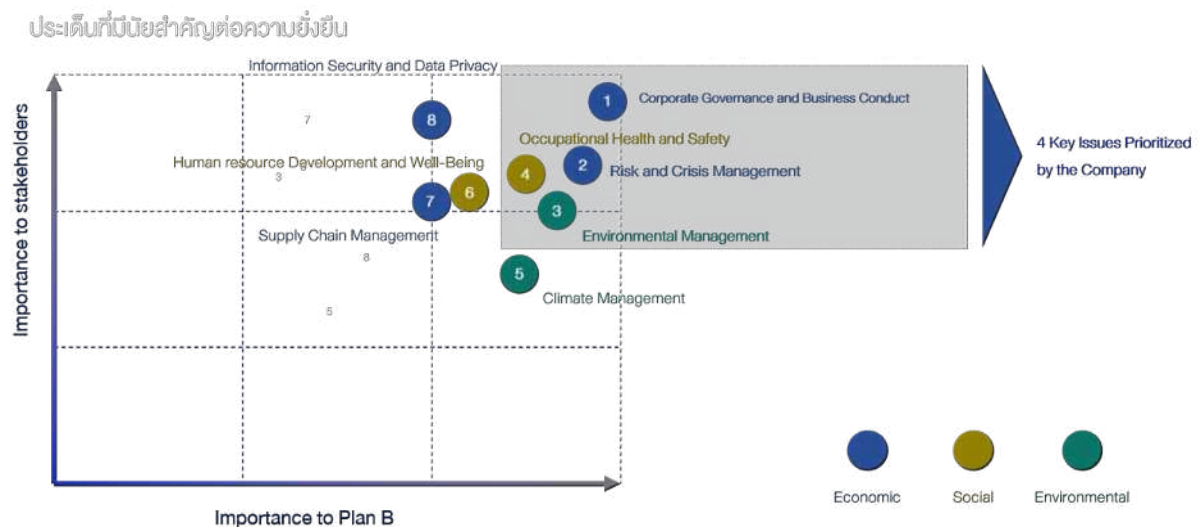
(GRI 2-13)

Based on the materiality assessment process conducted in the previous section, the company has identified the **“Results of the Assessment and Scope of Material Sustainability Issues”**, which reflect the level of significance of each issue based on two key dimensions: its importance to stakeholders and its importance to the company. These insights are then used to prioritize the problems and develop a structured approach to driving the company’s sustainability strategy.

PLANB is committed to upholding the principles of good corporate governance and ethical business conduct, effective risk management, promoting occupational health and safety in the workplace, and sustainable environmental management. These key areas are regarded as core pillars in driving the company’s long-term sustainability strategy.

At the same time, the company does not overlook other material issues. Still, it continues to take them into account to enhance operational capabilities, strengthen competitive advantage, and deliver shared value to all stakeholders across every part of the value chain in a balanced and sustainable manner.










### Material Assessment Results Relevant to Plan B’s Sustainability (2022–2024)












The material issues identified as significant to Plan B’s sustainability during 2022–2024 have been officially approved by the company’s Corporate Governance and Sustainability Committee. The assessment process was conducted by international standards, including the Global Reporting Initiative (GRI) and the UN Guiding Principles on Business and Human Rights (UNGPs). This approach enhances transparency, credibility, and adherence to good governance principles, which are essential for driving sustainable development and fostering stakeholder confidence at both national and global levels.

## SIGNIFICANT MATERIALITY ISSUE LEVEL

### Positive significant materiality issue level

| Materiality topics                        | Positive impact level                                                                 |
|-------------------------------------------|---------------------------------------------------------------------------------------|
| Major positive impact                     |                                                                                       |
| Corporate Governance and Business Conduct |    |
| Responsibility of Content                 |    |
| Community Development                     |    |
| Health and Safety                         |    |
| Human Rights                              |    |
| Anti-Corruption                           |    |
| Moderate positive impact                  |                                                                                       |
| Climate Strategy                          |    |
| Supply Chain Management                   |    |
| Minor positive impact                     |                                                                                       |
| Waste Management                          |    |
| Innovation                                |   |
| Customer Relationship Management          |  |

### Negative significant materiality issue level

| Materiality topics                        | Negative impact level                                                                 |
|-------------------------------------------|---------------------------------------------------------------------------------------|
| Major positive impact                     |                                                                                       |
| Health and Safety                         |  |
| Corporate Governance and Business Conduct |  |
| Information Security and Data Privacy     |  |
| Code of Conduct                           |  |
| Moderate positive impact                  |                                                                                       |
| Community Development                     |  |
| Responsibility of Content                 |  |
| Waste Management                          |  |
| Climate Strategy                          |  |
| Minor positive impact                     |                                                                                       |
| Human Rights                              |  |

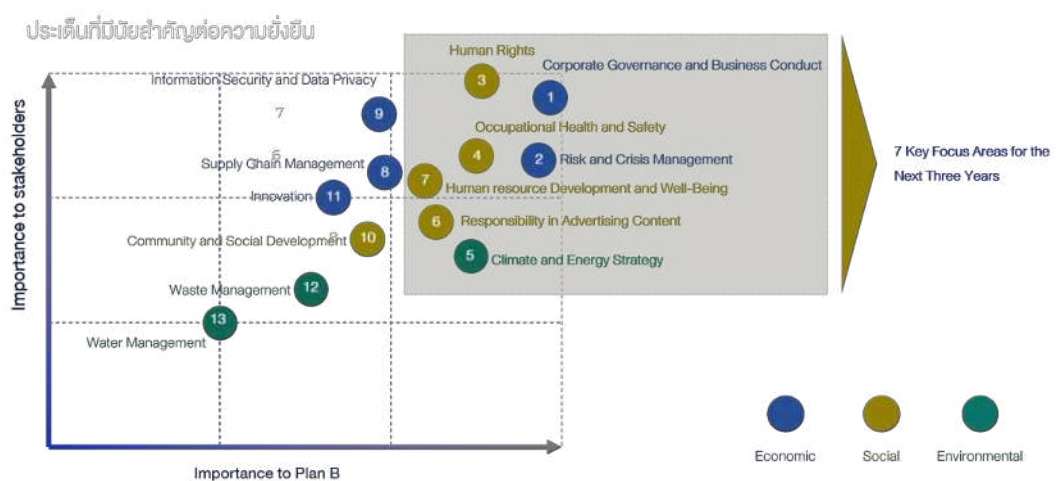


## MATERIAL SUSTAINABILITY TOPICS AND SCOPE OF IMPACT

(GRI 3-2, 3-3)

PLANB is committed to conducting its business with a focus on creating long-term organisational value, while driving business growth and fostering innovation to achieve sustainable development. This commitment extends across the entire value chain, benefiting all stakeholder groups. The Company places strong emphasis on responsible business practices underpinned by good corporate governance and transparent oversight. With this foundation, Plan B strives to drive continued economic growth while maintaining a strong awareness of and accountability for its environmental impact.

### Strategic Material Topics for Sustainable Business Operations (2025–2027)





Over the next three years (2025–2027), Plan B remains committed to advancing sustainability across all dimensions, as it has consistently done in the past. In addition, the Company is placing greater emphasis on key emerging topics that align with global trends and evolving stakeholder expectations, including:



- Corporate Governance and Business Conduct
- Risk and Crisis Management
- Human Rights
- Occupational Health and Safety
- Climate and Energy Sustainability Strategy
- Responsible Advertising Content
- Human Resource Development and Well-Being

This approach reflects Plan B's strong commitment to integrating sustainability into its core business strategies and operations. By doing so, the Company aims to enhance organizational resilience and deliver long-term shared value to society and the environment.

The Company’s long-term sustainability goals over a five-year horizon, along with the specific targets set for 2025, are outlined as follows:

| Sustainability Material Issues            | 5-Year Long-Term Sustainability Target (2025-2030)                                                                                                                                                                                                                                                                                       | 2025 Targets                                                                                                                                                                                                                                                                                                          | SDGS                                                                                  | GRI Framework                                                                                                                                                                                                                                                                           |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Governance and Economic Dimension</b>  |                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                       |                                                                                       |                                                                                                                                                                                                                                                                                         |
| Corporate Governance and Business Conduct | <ul style="list-style-type: none"> <li>All the Company’s employees, including those of the principal subsidiaries, attend business ethics training sessions</li> <li>No significant warnings or audits from regulators</li> <li>The result of the corporate governance assessment is marked as “Excellent”</li> </ul>                    | <ul style="list-style-type: none"> <li>All the Company’s employees, including those of the principal subsidiaries, attend business ethics training sessions</li> <li>No significant warnings or audits from regulators</li> <li>The result of the corporate governance assessment is marked as “Excellent”</li> </ul> |    | <ul style="list-style-type: none"> <li>GRI 2-9</li> <li>GRI 2-11</li> <li>GRI 2-12</li> <li>GRI 2-15</li> <li>GRI 2-16</li> <li>GRI 2-17</li> <li>GRI 2-24</li> <li>GRI 205-1</li> <li>GRI 205-2</li> <li>GRI 205-3</li> <li>GRI 405-1</li> <li>GRI 406-1</li> <li>GRI 411-1</li> </ul> |
| Risk and Crisis Management                | <ul style="list-style-type: none"> <li>The COSMO-ERM2017 framework carries out risk management</li> </ul>                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Risk management training is provided for employees throughout the Company to create a corporate culture</li> </ul>                                                                                                                                                             |   | <ul style="list-style-type: none"> <li>GRI 2-24</li> <li>GRI 2-25</li> <li>GRI 2-26</li> <li>GRI 205-1</li> </ul>                                                                                                                                                                       |
| Supply Chain Management                   | <ul style="list-style-type: none"> <li>100% of key suppliers to formally acknowledge and sign the Supplier Code of Conduct, which covers economic, social, and environmental responsibilities</li> <li>Conduct sustainability training for suppliers to enhance awareness and understanding of responsible business practices</li> </ul> | <ul style="list-style-type: none"> <li>100% of suppliers to formally acknowledge and sign the Supplier Code of Conduct, which outlines operational standards across economic, social, and environmental dimensions</li> <li>Zero high-risk suppliers identified about ESG factors</li> </ul>                          |  | <ul style="list-style-type: none"> <li>GRI 204-1</li> <li>GRI 205-1</li> <li>GRI 308-1</li> <li>GRI 308-2</li> <li>GRI 407-1</li> <li>GRI 408-1</li> <li>GRI 409-1</li> <li>GRI 414-1</li> <li>GRI 414-2</li> </ul>                                                                     |
| Information Security and Data Privacy     | <ul style="list-style-type: none"> <li>No complaints or claims from government agencies, clients, or other stakeholders regarding the misuse of personal data</li> <li>Zero incidents of customer data breaches</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>No official complaints or claims from government agencies, customers, or other relevant parties regarding the misuse of personal data</li> <li>Zero incidents of customer data leakage</li> </ul>                                                                              |  | <ul style="list-style-type: none"> <li>GRI 418-1</li> </ul>                                                                                                                                                                                                                             |

| Sustainability Material Issues             | 5-Year Long-Term Sustainability Target (2025-2030)                                                                                                                                                                                                                                                                                                                                            | 2025 Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | SDGS                                                                                 | GRI Framework                                                                                                                                              |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | <ul style="list-style-type: none"> <li>Annual training on data security and privacy to be conducted for employees at all levels to ensure compliance and awareness</li> </ul>                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                      |                                                                                                                                                            |
| <b>Social Dimension</b>                    |                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                      |                                                                                                                                                            |
| Occupational Health and Safety             | <ul style="list-style-type: none"> <li>100% of operational employees and contractors receive safety training by established safety standards</li> <li>Zero Accident</li> <li>Foster a sustainable safety culture within the organization</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>Policies, procedures, and safety training are developed for the Company’s employees</li> <li>Zero accidents</li> <li>Zero accident or injury rates leading to work stoppages</li> </ul>                                                                                                                                                                                                                                                                                           |   | <ul style="list-style-type: none"> <li>GRI 403-1</li> <li>GRI 403-2</li> <li>GRI 403-4</li> <li>GRI 403-5</li> <li>GRI 403-6</li> <li>GRI 403-8</li> </ul> |
| Human Resources Development and Well-being | <ul style="list-style-type: none"> <li>Employee engagement rate with the organization is not less than 90%</li> <li>Achieved an employee engagement survey response rate of no less than 100%</li> <li>Encouraged increased employee participation in training and skills development programs</li> <li>Fostered an open and constructive feedback culture within the organization</li> </ul> | <ul style="list-style-type: none"> <li>Employee engagement rate with the organization is not less than 90%</li> <li>Maintained an employee engagement survey response rate of no less than 95%</li> <li>Promoted greater employee participation in training and skills development initiatives</li> <li>Organized internal activities to strengthen organizational culture</li> <li>Ensured 100% of employees acknowledged their Key Performance Indicators (KPIs) aligned with the company’s strategic goals</li> </ul> |  | <ul style="list-style-type: none"> <li>GRI 2-7</li> <li>GRI 2-19</li> <li>GRI 401-1</li> <li>GRI 405-1</li> </ul>                                          |

| Sustainability Material Issues | 5-Year Long-Term Sustainability Target (2025-2030)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2025 Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | SDGS                                                                                  | GRI Framework                                                                                                                                                                 |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Environmental Dimension</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                       |                                                                                                                                                                               |
| Environmental Management       | <ul style="list-style-type: none"> <li>To formulate a policy to increase efficiency in energy consumption. The Company has set a goal to reduce electricity consumption per unit area by 10% by 2030 compared to the base year of 2021</li> <li>To manage resources used to produce advertising media for maximum benefits by recycling the leftover vinyl or the vinyl billboard after the end of the customer's contract, and stickers used as advertising media on air-conditioned buses. The Company will manage to redesign and improve those used resources to increase benefits by 10 percent per year</li> <li>Achieved the Zero Waste to Landfill target by maximizing the reintegration of materials into the production process</li> </ul> | <ul style="list-style-type: none"> <li>The Company is committed to efficiently managing electricity consumption, including using electricity in common areas and air conditioning systems. The Company sets a goal to reduce energy consumption by 5% in 2025 compared to 2024</li> <li>Reused more than 25,000 square meters of advertising materials annually</li> <li>Promoted energy-saving behaviours among employees through internal training and awareness campaigns</li> </ul> |    | <ul style="list-style-type: none"> <li>GRI 201-2</li> <li>GRI 302-1</li> <li>GRI 302-4</li> <li>GRI 305-1</li> <li>GRI 305-2</li> <li>GRI 305-3</li> <li>GRI 305-5</li> </ul> |
| Climate Management             | <ul style="list-style-type: none"> <li>The company has set a target to reduce electricity consumption by at least 10% by 2030, compared to the 2021 baseline, and to expand the adoption of energy-efficient and greenhouse gas-reducing technologies across its nationwide advertising media</li> <li>Developed a roadmap to achieve Net Zero by</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Reduce electricity consumption from advertising media and office buildings by no less than 5% in 2025 compared to the 2024 baseline, through the replacement of LED lighting, improvement of lighting control systems, and installation of energy-saving devices</li> </ul>                                                                                                                                                                      |  | <ul style="list-style-type: none"> <li>GRI 201-2</li> <li>GRI 302-1</li> <li>GRI 302-4</li> <li>GRI 305-1</li> <li>GRI 305-2</li> <li>GRI 305-3</li> <li>GRI 305-5</li> </ul> |

| Sustainability Material Issues | 5-Year Long-Term Sustainability Target (2025-2030)                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2025 Targets                                                                                                                                                                                                                                                | SDGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | GRI Framework                                                                                                                           |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
|                                | <p>2050, with clearly defined short-term, medium-term and long-term targets, along with mechanisms for ongoing monitoring and progress reporting</p>                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions from the Company's core activities by at least 5% by 2025</li> <li>Promote energy-saving behaviours among employees through internal training and awareness campaigns</li> </ul>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                         |
| <p>Water Management</p>        | <ul style="list-style-type: none"> <li>The Company is committed to reducing overall water consumption by 10% by 2030 to support environmental sustainability and mitigate long-term risks related to water scarcity across various sectors</li> <li>No incidents of water leakage or loss exceeding regulatory thresholds have been reported across all operational areas</li> <li>Regular maintenance and quality inspections of water systems are carried out consistently</li> </ul> | <ul style="list-style-type: none"> <li>The Company has set a target to reduce water consumption from operations by 5–10% by 2025 compared to the 2024 baseline</li> <li>Improve the efficiency of water usage measurement and monitoring systems</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>GRI 303-1</li> <li>GRI 303-2</li> <li>GRI 303-3</li> <li>GRI 303-4</li> <li>GRI 303-5</li> </ul> |
| <p>Waste Management</p>        | <ul style="list-style-type: none"> <li>Managing waste within the company through the "Zero Waste to Landfill" approach, to maximize the reintegration of waste into the production process</li> <li>Over 25,000 square meters of used advertising materials are repurposed annually for value-added applications</li> </ul>                                                                                                                                                             | <ul style="list-style-type: none"> <li>Unused or expired contracts with customers' vinyls are repurposed or reused to derive benefits</li> <li>Install source-level waste segregation stations to cover all main office areas</li> </ul>                    |       | <ul style="list-style-type: none"> <li>GRI 306-1</li> <li>GRI 306-2</li> <li>GRI 306-3</li> <li>GRI 306-4</li> <li>GRI 305-5</li> </ul> |

## SUSTAINABILITY STRATEGIES

(GRI 2-13, 2-14)

Plan B takes pride in presenting its 2024 sustainability performance, the culmination of its ongoing commitment to operating in accordance with sustainable development principles. The Company has been widely recognized as a fully integrated, innovation-driven advertising media provider and a national leader in sustainability. **or four consecutive years (2021–2024), Plan B has been selected as one of the listed companies with outstanding sustainability performance, or “Thailand Sustainability Investment (THSI),** by the Stock Exchange of Thailand. This reflects the Company’s commitment to conducting business with responsibility toward the economy, society, and the environment, under the principles of good corporate governance.

In 2024, **Plan B was also honoured to be included in the “ESG Emerging List” and selected as one of the ESG100 securities by ThaiPat Institute,** following a review of over 920 listed companies nationwide. Plan B was the only company in the advertising media sector to receive this recognition, reflecting its genuine excellence in environmental, social, and governance (ESG) performance.

Plan B remains committed to conducting its business in alignment with both national and international sustainability frameworks, guided by the principle of creating value across all dimensions. The Company prioritizes sustainability at every stage of its operations—from project initiation to the delivery of high-quality services to customers and stakeholders. To reinforce this commitment, Plan B has established its sustainability strategy by the United Nations Sustainable Development Goals (SDGs) and aligned its practices with international standards, including:

- Global Reporting Initiative (GRI)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Thailand’s national Net Zero target

This approach enhances long-term sustainable development and concretely strengthens resilience for all stakeholder groups. The Company has developed a **Five-Year Sustainability Strategic Plan**, founded on three core pillars of sustainability (Three Sustainability Pillars), as follows:

### 1. Creating Social and Community Value

Supporting and fostering the creation of social value to build trust within society and enhance the quality of life in communities surrounding the Company’s areas of operation. This is achieved through social development programs, support for youth, sports, and education, as well as engagement in matters related to human rights and the promotion of equality.

### 2. Ethical Leadership in Advertising Innovation

Operating under the mission to lead in the advertising media industry by delivering innovative and high-quality solutions to clients, while ensuring socially responsible content that meets customer needs. The Company upholds transparency in communication and respects consumer rights throughout its operations.

### 3. Environmental Responsibility in Business Operations

Driving sustainable practices and aligning environmental management with international standards, with the long-term goal of being included in the Dow Jones Sustainability Indices (DJSI).

In 2021, Plan B established a Sustainability Working Group, which reports directly to the Corporate Governance Committee. This working group is responsible for formulating sustainability policies, guidelines, and operational frameworks, ensuring the execution of strategies and sustainability goals, providing recommendations and support to advance sustainability initiatives, and enhancing the Company's overall operational efficiency.

The Sustainability Working Group convenes semi-annually to monitor progress, communicate updates to all members, and report on sustainability performance to the Corporate Governance Committee. To promote integrated and cross-functional implementation, the Sustainability Working Group collaborates with subject matter experts and relevant business and operational units, under the guidance and support of the Company's sustainability leadership.



To strengthen the Company's corporate governance practices and enhance the implementation of social, community, and environmental responsibility, the Board of Directors, at its meeting on December 14, 2023, approved the establishment of the Sustainability Committee by integrating it with the existing Corporate Governance Committee. The newly formed body has been renamed the **"Corporate Governance and Sustainability Committee"** This committee is tasked with reviewing, formulating, and updating corporate governance and business ethics policies in parallel with guidelines related to social, community, and environmental responsibility. The objective is to ensure alignment with the Company's sustainability principles and goals, building upon and expanding the foundation of good corporate governance.

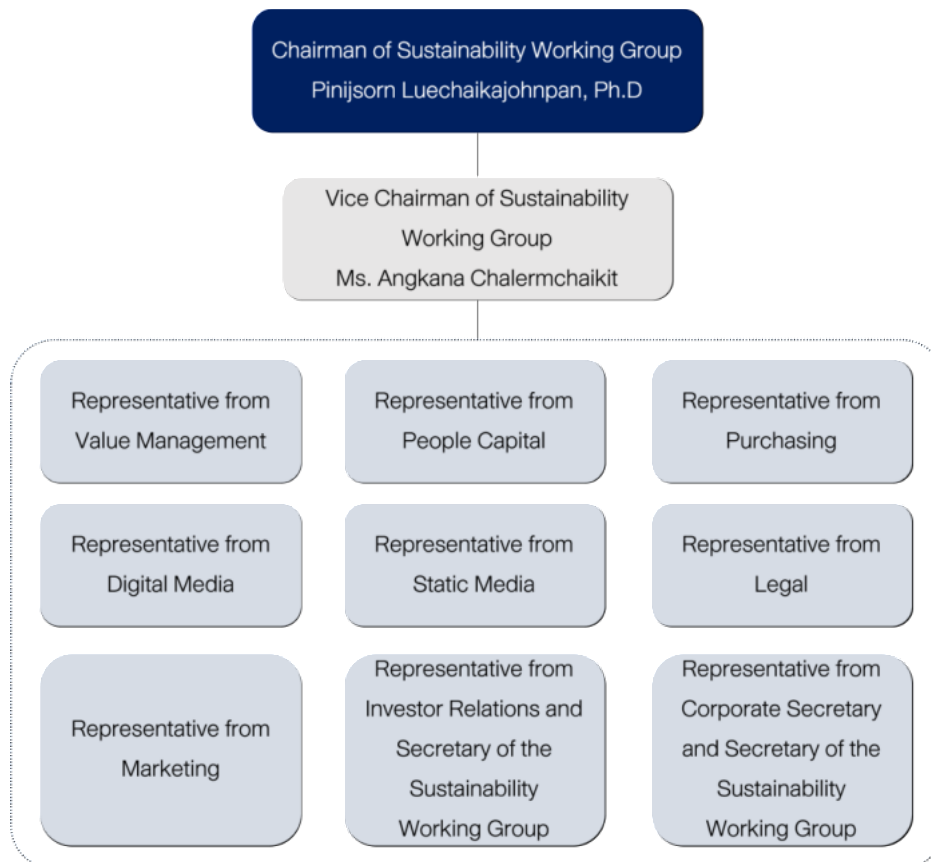
## STRUCTURE OF SUSTAINABILITY WORKING GROUP

(GRI 2-9, 2-14)

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



The sustainability working group is as follows:





# GOVERNANCE DIMENSION



## CORPORATE GOVERNANCE & BUSINESS CONDUCT

(GRI 2-9, 2-11, 2-12, 2-15, 2-16, 2-17, 2-24, 205-1, 205-2, 205-3, 405-1, 406-1, 411-1, 418-1)

PLANB is committed to operating within an ethical framework that emphasizes efficient, honest, and transparent management—fundamental to sustainable business practices and growth. The company conducts its business with integrity, responsibility, and fairness, fostering trust and confidence among all stakeholders.

Additionally, PLANB is dedicated to supporting and enhancing the business capabilities of its clients to sustainably increase value for all stakeholders.

| Sustainability Target                                                                                                                                         |                                                                                                                                                                        | 2024 Performance                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                                         | Short-term (2025)                                                                                                                                                      |                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>All the Company's employees, including the principal subsidiaries, attend business ethics training sessions</li> </ul> | <ul style="list-style-type: none"> <li>100% of the Company's employees, including those of principal subsidiaries, attend business ethics training sessions</li> </ul> | <ul style="list-style-type: none"> <li>100% of the Company's employees, including those of principal subsidiaries, attend business ethics training sessions</li> </ul> |
| <ul style="list-style-type: none"> <li>No significant warning or audits from regulators</li> </ul>                                                            | <ul style="list-style-type: none"> <li>No significant warning or audits from regulators</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>No significant warning or audits from regulators</li> </ul>                                                                     |
| <ul style="list-style-type: none"> <li>The result of the corporate governance assessment is marked as "Excellent"</li> </ul>                                  | <ul style="list-style-type: none"> <li>The result of the corporate governance assessment is marked as "Excellent"</li> </ul>                                           | <ul style="list-style-type: none"> <li>The result of the corporate governance assessment is marked as "Excellent"</li> </ul>                                           |

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

### Corporate Governance

Good governance, including honest and transparent operations, is fundamental for PLANB's sustainable operation and growth. The company adheres to principles of good governance and business ethics to ensure fairness and instil stakeholder confidence.

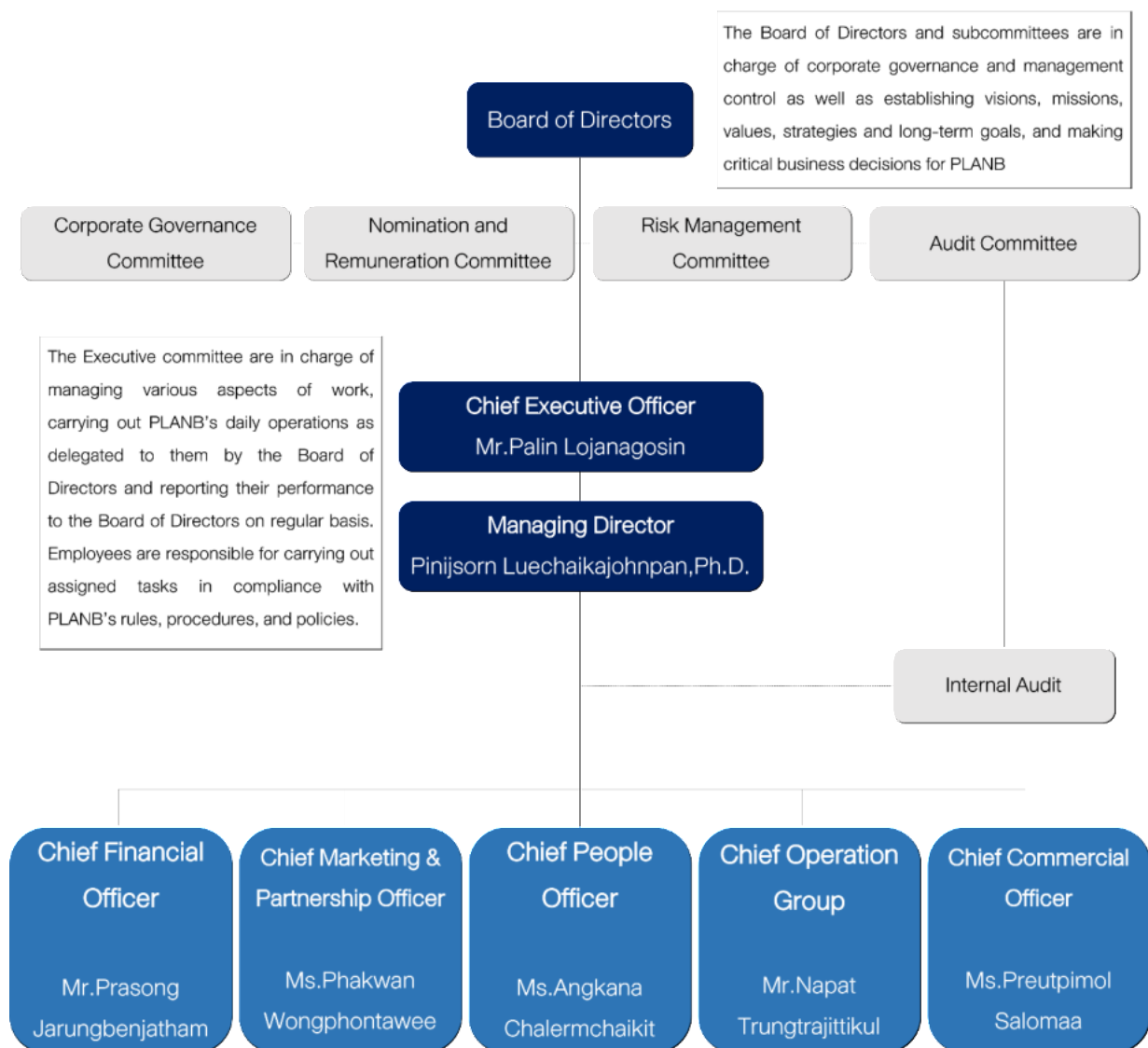
PLANB has established a business structure, management system, and governance framework that aligns with the good governance principles of the Stock Exchange of Thailand, the Securities and Exchange Commission Office, the recommendations of the Thai Institute of Directors Association, and various international standards.

The company's board has created and published a Governance and Business Ethics Manual to guide directors, executives, and employees at all levels of the organisation. This manual is widely available and serves as a guideline for their responsibilities. The board regularly reviews this manual annually to ensure that PLANB's governance can continuously respond to the evolving business environment and current conditions.



### Corporate Governance Structure

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



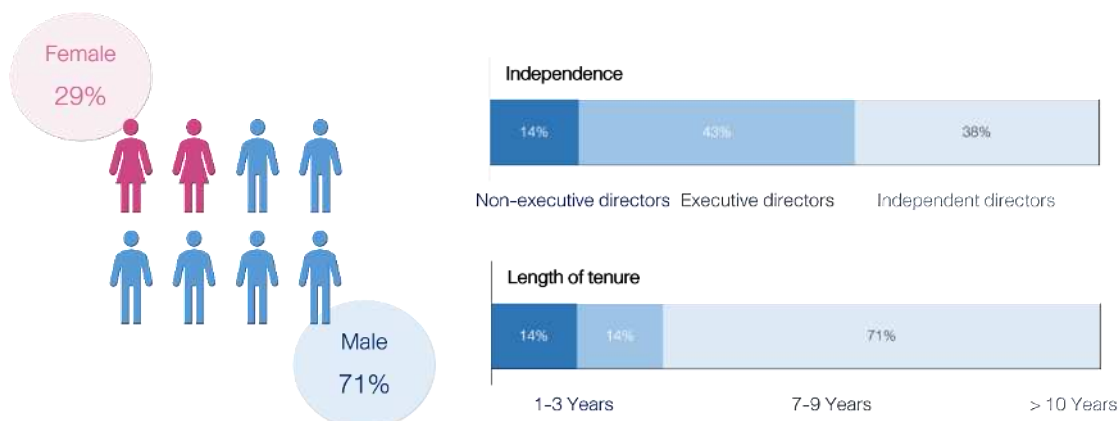
### Structure of the Board of Directors

The Board of Directors comprises knowledgeable directors with the capabilities and experience necessary to run a business effectively. The Board is responsible for setting policies, vision, strategies, goals, mission, and business plans, and annually reviewing and approving the Company's vision, mission, and strategy. Also, the Board is in charge of setting and approving the Company's budget as well as supervising the management team to ensure that they manage the business following the specified policies, laws, objectives, regulations, resolutions of the shareholders' meetings, resolutions of the Board's meetings, with responsibility, efficiency, effectiveness, honesty, and prudence. This is to ensure that the Company's operations align with the principles of good practice, maximising the economic value of the business and providing security for shareholders. The Board of Directors consists of 7 members as follows:

1. **Pennapha Dhanasarnsilp, Ph. D** Vice Chairman / Independent Director / Chairman of the Audit Committee / Chairman of the Nomination and Remuneration Committee / Chairman of the Corporate Governance and Sustainability Committee
2. **Mrs. Monluedee Sookpantararat**, Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee
3. **Mr. Mana Jantanayingyong**, Independent Director / Chairman 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

### Diversity of the Board of Directors

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



## Board Skills Matrix

The Company's Board of Directors comprises 7 members with diverse educational backgrounds, experience, and skill sets, as outlined in the Board Skills Matrix, aligning with the company's business strategy.

| Board of Directors               | Expertise and Knowledge           |                                   |       |           |                                     |                       |                           |            |                    |             |        |                                              |                    |                 |
|----------------------------------|-----------------------------------|-----------------------------------|-------|-----------|-------------------------------------|-----------------------|---------------------------|------------|--------------------|-------------|--------|----------------------------------------------|--------------------|-----------------|
|                                  | Industry knowledge & experience   | Specific knowledge and experience |       |           |                                     |                       |                           |            |                    |             |        | Knowledge of corporate governance            |                    |                 |
|                                  | Industry Knowledge and Experience | Core Business                     | Legal | Marketing | Economics / Business Administration | Public Administration | Human Resource Management | Accounting | Information System | Engineering | Others | Knowledge in Performing Duties as a Director | Strategic Planning | Risk Management |
| Ph.D. Pennapha Dhanasarnsilp     | •                                 |                                   |       | •         | •                                   | •                     | •                         |            |                    |             |        | •                                            |                    |                 |
| Mrs. Monluedee Sookpantararat    | •                                 |                                   |       |           |                                     |                       |                           | •          |                    |             |        | •                                            |                    | •               |
| Mr. Mana Jantanayingyong         | •                                 |                                   | •     | •         |                                     |                       |                           |            |                    |             | •      | •                                            |                    | •               |
| Mr. Palin Lojanagosin            | •                                 | •                                 | •     | •         |                                     |                       |                           |            |                    |             |        | •                                            | •                  |                 |
| Ph.D. Pinijsorn Luechaikajohnpan | •                                 | •                                 |       |           | •                                   |                       |                           |            | •                  |             |        | •                                            | •                  | •               |
| Mr. Arnon Porndhiti              | •                                 | •                                 |       |           | •                                   |                       |                           |            |                    |             |        | •                                            | •                  | •               |
| Mr. Prasong Jarungbenjatham      | •                                 | •                                 |       |           |                                     |                       |                           | •          |                    |             |        | •                                            |                    |                 |

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

The Company is committed to becoming a leading organization in the industry, while attracting and retaining talent at all levels. It also aims to set an example in promoting gender equality in the workplace. The Company expects all employees to conduct themselves with courtesy, mutual respect, openness to differing opinions, and strict adherence to fundamental human rights.

Plan B places great importance on treating all individuals equally, without discrimination based on race, religion, ethnicity, skin colour, social class, gender, age, physical appearance, language, political opinion, or any other characteristics protected by law. The Company places the highest priority on promoting gender equality, with a strong focus on providing equal opportunities for career advancement. All evaluations

and opportunities are based primarily on merit and performance, free from any form of gender bias or discrimination.

### Business Ethics

Plan B recognises that transparent business operations and adherence to sound business ethics are crucial to driving sustainable organisational growth and fostering trust among all stakeholder groups. In line with this commitment, the Board of Directors has developed and implemented the **“Corporate Governance and Business Ethics Handbook”** to serve as a code of conduct for directors, executives, and employees at all levels, including those of the Company’s subsidiaries. The handbook outlines key principles and standards in the following areas:

- Human Rights
- Fair treatment of business partners and competitors
- Appropriate interactions with government officials
- Social and environmental responsibility
- Occupational health and safety
- Anti-corruption and bribery prevention
- Anti-money laundering
- Appropriate conduct in political activities
- Protection of intellectual property rights
- Confidentiality and personal data protection
- Insider trading prevention
- Conflict of interest management
- Whistleblowing and complaint mechanisms, including disciplinary actions in cases of violations

All directors, executives, and employees at all levels have signed to acknowledge and confirm their compliance with the Corporate Governance and Business Ethics Handbook. This serves to strengthen a corporate culture rooted in transparency, accountability, and alignment with international standards.

| Business Ethics Training (%)    | 2022 | 2023 | 2024 |
|---------------------------------|------|------|------|
| Employees Attended Training     | 100  | 100  | 100  |
| Employees Passed the Assessment | 100  | 100  | 100  |
| Average Employee Score          | 100  | 100  | 100  |

In 2024, the company did not encounter any disciplinary violations related to business ethics. The details are as follows:

| Violation of Business Ethics (Cases)                         | 2022 | 2023 | 2024 |
|--------------------------------------------------------------|------|------|------|
| Total number of reported business ethics violations:         |      |      |      |
| • Number of cases currently under fact-finding investigation | 0    | 0    | 0    |
| • Number of cases under investigation                        | 0    | 0    | 0    |
| • Number of cases that have been resolved                    | 0    | 0    | 0    |
| Business ethics violations are categorized by type:          |      |      |      |
| • Regulatory non-compliance                                  | 0    | 0    | 0    |
| • Corruption, bribery                                        | 0    | 0    | 0    |
| • Privacy violations                                         | 0    | 0    | 0    |
| • Discrimination                                             | 0    | 0    | 0    |
| • Sexual harassment                                          | 0    | 0    | 0    |
| • Harassment                                                 | 0    | 0    | 0    |
| • Conflicts of interest                                      | 0    | 0    | 0    |
| • Money laundering or insider trading                        | 0    | 0    | 0    |
| • Other types                                                | 0    | 0    | 0    |

Plan B places strong emphasis on enhancing employees' understanding and ability to consistently adhere to the principles of good corporate governance and business ethics. All new and existing employees are required to complete training on the Company's governance policies and practices, followed by a post-training assessment. **In 2024, all employees—across all levels, from executives and managers to supervisors and operational staff—completed the training and achieved a 100% pass rate on the assessment, demonstrating full compliance with the Corporate Governance and Business Ethics Handbook.**

### Monitoring Compliance with the Business Code of Conduct

The Company conducts ongoing quarterly monitoring of compliance with the Business Code of Conduct through a structured process of assessment, analysis, and reporting on ethics and governance performance. This ensures that employees at all levels act by the Company's ethical principles and uphold a corporate culture rooted in transparency, integrity, and social responsibility.

To enhance the effectiveness of governance oversight, quarterly **monitoring reports** are submitted to **the Audit Committee** and include the following components:

- Results of ethical conduct assessments for employees and relevant stakeholders
- Reports of complaints or whistleblowing cases, including investigations and outcomes of any violations
- Recommendations and systemic preventive measures

Following the Audit Committee's review, the reports are submitted to the **Board of Directors** for further consideration in shaping policies or appropriate improvements, thereby reinforcing the Company's strong

governance framework and proactive risk management approach. The Company also utilizes various tools to monitor ethical compliance, including:

- Self-assessment questionnaires for employees
- Review of performance reports related to ethical issues
- A secure and confidential whistleblower channel that allows employees and stakeholders to raise concerns anonymously

To promote awareness and understanding, the Company provides regular training and internal communications to ensure that employees at all levels can thoroughly understand and apply the Business Code of Conduct effectively in real-life situations.

Furthermore, the Company reviews and updates its Business Code of Conduct annually to ensure alignment with evolving business conditions and legal requirements. **In 2024, there were no reported violations of the Business Code of Conduct, reflecting the effectiveness of the monitoring system and the Company's strong ethical culture.**

### Anti-Corruption

PLANB is committed to sustainable business practices, prioritizing good governance and appropriate internal controls. The company has established a clear and comprehensive anti-corruption policy, including well-defined definitions of corruption and guidelines for its implementation, which are communicated to both internal and external parties. PLANB conducts audits, risk assessments, and preventative measures against corruption in its operations, establishing control measures to monitor processes that could potentially be manipulated, ensuring transparency and integrity. Furthermore, the company provides channels for stakeholders to report suspicions, suggestions, or complaints about corruption directly to the Audit Committee.

**Plan B has been a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2019 and is currently in the process of renewing its certification for the second term, with the result expected by June 2025.**

Guided by the principles of good corporate governance, business ethics, and responsible conduct toward communities, society, the environment, and all stakeholders throughout the supply chain, Plan B's participation and certification under the CAC framework affirms the Company's unwavering commitment to a zero-tolerance policy against all forms of corruption.

In addition, the Company requires all employees to rigorously complete and pass an assessment on ethical conduct and the Code of Conduct. This ensures that every employee is fully informed and instilled with a strong ethical foundation. The President and Chief Executive Officer is also responsible for overseeing and driving effective anti-corruption efforts and reporting progress to the Chairman of the Board and the Audit Committee, in order to review and align relevant policies with evolving business conditions.



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## Anti-Corruption Procedures

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

- Follow the anti-corruption procedures, business codes of conduct and ethics, and the Company's rules by not getting involved directly or indirectly in corruption.
- Refrain from taking any action that shows intent toward corruption or bribery with the Company's stakeholders in the scope of work under responsibility, both directly and indirectly, for the benefit of the Company, employees, or related persons.
- Do not neglect to inform the manager or responsible parties and cooperate in any further investigation when knowing of any actions connected to corruption in the Company.
- When taking any action that may be prone to corruption, employees at all levels of the Company must follow these guidelines with care.
- Employees must follow the policy outlined in the Company's good corporate governance and business ethics, as well as its anti-corruption procedures for gifts, receptions, and other related expenses.
- For charity purposes, a donation must be made under the Company's name to any organisation whose mission is to provide social benefits. The organization must be reliable and have a proper license. The donation must also be processed transparently according to the Company's rules and laws, and examined and audited to ensure that it is not made for corruption purposes.
- Sponsorship, whether in the form of money or assets, for any activities or projects, must specify the name of the Company. In addition, such sponsorship must enhance business and the Company's image and be processed with transparency in line with the Company's rules and laws.
- Any business relationship, purchase and hiring, and business communication with the government, private sector counterparty, and any party related to the business operation must be transparent, honest and by related laws.
- The company has a neutral political policy, meaning all employees have political rights and freedom under the laws. However, employees must not take any action or use the company's resources for political purposes. Such actions may compromise the Company's neutral political stance and lead to harm to the Company due to its involvement in political activities.



**'No Gift Policy'**

**งด การให้ ไม่ รับของขวัญ**  
หรือผลประโยชน์อื่นใด ในช่วงเทศกาล และในทุกโอกาส  
ขอขอบคุณ และน้อมรับความปรารถนาดีของท่าน

Refrain from giving or receiving gifts  
or any other benefits during festive seasons  
and every occasion We deeply grateful  
for your goodwill and generosity

**เปลี่ยนจากของขวัญ เป็นคำอวยพร**  
**Your blessings are our best gift**



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

### Whistleblowing

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

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

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

### Process of Handling Complaints

1. Whistleblowing reports and complaints submitted through various channels are received and reviewed by the Company Secretary Department. A summary of all reports related to suspected fraud and corruption is compiled, with an initial assessment conducted to determine whether each case constitutes a potential violation of the Company's anti-corruption measures.
  - If the case does not qualify as a violation against the anticorruption section, the matter will be forwarded to the appropriate departments.
  - In case of corruption
    - If unfounded, the results will be communicated to the complainant
    - The Company Secretary Division will take further action if there is sufficient information. In case of corruption that must be rectified promptly, the case will be reported to the Executive Committee and the Audit Committee. The copy will be forwarded to the Internal Audit Division for acknowledgement.
2. Coordinate with the Human Resources Department to appoint an investigation committee. After setting up an investigation committee, the Human Resources Department will proceed with the investigation.
3. Report the number of fraud whistleblowers, event summary, and operational status to the Audit Committee, reporting every six months

Plan B has established measures to protect the rights of whistleblowers and informants. The Company ensures that names, addresses, or any information that could identify the whistleblower or informant are kept strictly confidential. All such information is securely stored and handled with the utmost confidentiality. Details regarding the complaint submission process, investigation procedures, and whistleblowing channels are outlined in the Company’s Anti-Corruption Measures. **In 2024, Plan B did not receive any reports, tips, or complaints related to fraud or corruption.**

| Complaint Handling (Cases)                          | 2022 | 2023 | 2024 |
|-----------------------------------------------------|------|------|------|
| Number of breach cases                              |      |      |      |
| • Legal proceeding                                  | 0    | 0    | 0    |
| • Business integrity / Anti-corruption              | 0    | 0    | 0    |
| • Data privacy                                      | 0    | 0    | 0    |
| • Conflict of interest                              | 0    | 0    | 0    |
| • Human rights (i.e. discrimination and harassment) | 0    | 0    | 0    |
| • Environment, Health, and Safety                   | 0    | 0    | 0    |
| • Money laundering or the use of inside information | 0    | 0    | 0    |
| Consequences of breach                              |      |      |      |
| • Verbal warnings                                   | 0    | 0    | 0    |
| • Written warnings                                  | 0    | 0    | 0    |
| • Pending investigation                             | 0    | 0    | 0    |
| • Contract termination                              | 0    | 0    | 0    |



## RISK AND CRISIS MANAGEMENT

(GRI 2-24, 2-25, 2-26, 201-2, 205-1, 406-1)

| Sustainability Target                                                                                     |                                                                                                                                                           | 2024 Performance                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                     | Short-term (2025)                                                                                                                                         |                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>The COSO-ERM 2017 framework carries out risk management</li> </ul> | <ul style="list-style-type: none"> <li>Risk management training is provided for employees throughout the Company to create a corporate culture</li> </ul> | <ul style="list-style-type: none"> <li>Train executive-level employees, managers, supervisors, and operational staff in risk management to foster a positive organizational culture</li> </ul> |

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

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

The Company has established an enterprise risk management framework based on **the Committee of Sponsoring Organizations of the Treadway Commission (COSO)** framework, which is implemented organization-wide through its risk management policy applicable to employees at all levels. The Company's Risk Management Committee (RMC) is responsible for formulating the enterprise risk management policy and framework, as well as overseeing risk control by the defined policies and guidelines. At the same time, the Risk Management Department supports the execution of risk-related activities, including data collection, training, and the promotion of a risk-aware culture throughout the organization.

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

- Formulate and review risk management policies and frameworks to ensure effective risk mitigation.
- Supervise and promote the organisation's risk management practices to align with its business strategies and goals, including those that address a changing environment.
- Provide suggestions, monitor, and evaluate risk management practices for the Risk Management Department to implement and execute.

- Review the company's risk management reports and provide opinions on potential risks, including risk mitigation plans and recommendations for developing a risk management system, to ensure effective risk management.
- Support all related tasks and executions to meet the Company's risk management objectives.
- Report risk management performance to the Board of Directors. If a factor or an incident significantly affects the Company's business operations, the Board of Directors must be notified for further deliberation and immediate action.
- Consider and approve investments in foreign countries.
- Perform any duty as assigned by the Board of Directors.

### The Risk Working Group



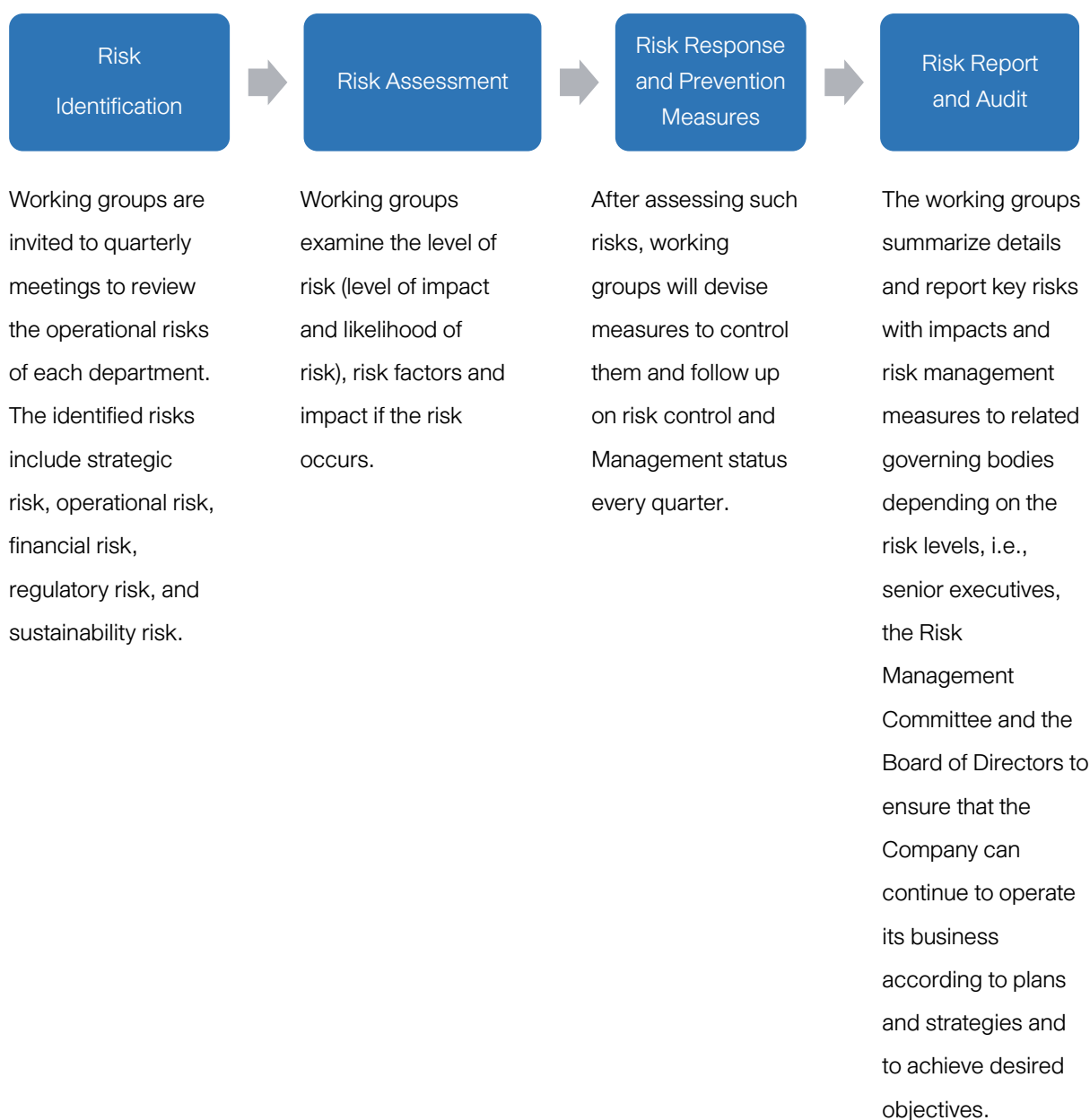
As of 31 Dec 2024, the Company's Risk Management Committee consists of 4 directors, namely:

1. **Mr. Mana Jantanayingyong**, Director and Chairman of the Risk Management Committee
2. **Mrs. Monluedee Sookpantara**, 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



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

### Risk Management Framework



| Risk Factors         | Risk Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic            | <ul style="list-style-type: none"> <li>• Risk arising from volatility and a slowdown in the overall national economic conditions</li> <li>• Risk from rapidly changing consumer behaviour, particularly the shift from offline to online media, which may impact the Company's core revenue streams</li> <li>• Risk associated with dependence on the Company's out-of-home media assets</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              |
| Operational          | <ul style="list-style-type: none"> <li>• Risk from reliance on major clients</li> <li>• Risk arising from deficiencies in internal processes, personnel, or systems, as well as from uncontrollable external events</li> <li>• Risk related to reliance on technology systems for managing advertising displays—system failures or cyberattacks could significantly impact operations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |
| Financial            | <ul style="list-style-type: none"> <li>• Risk from the inability to renew concession agreements, lease contracts, or agreements with business partners</li> <li>• Risk arising from contractual obligations that may affect the Company's operational performance</li> <li>• Risk from reliance on major advertising agencies</li> <li>• Financial risks related to liquidity, financial management, and budgeting—such as improper budget allocation, forecasting errors, and budget overruns; risks from market volatility; and credit risk due to counterparties failing to fulfil contractual obligations</li> <li>• Risk from exchange rate volatility</li> <li>• Risk from delayed payments by agencies or smaller partners, which may impact the Company's cash flow liquidity</li> </ul> |
| Regulatory           | <ul style="list-style-type: none"> <li>• Risk from regulatory and policy changes driven by climate change</li> <li>• Risk from changes in laws or regulations related to billboard installation or permitting in public areas, which may impact the implementation of new projects</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Sustainability (ESG) | <ul style="list-style-type: none"> <li>• Risk from climate change</li> <li>• Health and safety risks affecting stakeholders</li> <li>• Shifts in consumer behaviour and demographic structure</li> <li>• Social risks arising from community complaints regarding operations in public areas, such as light pollution or inappropriate advertising content</li> <li>• Environmental risks related to large-format billboards, including high electricity consumption or obstruction of scenic views</li> </ul>                                                                                                                                                                                                                                                                                   |



## Risk Management Approaches

- **Strategic** As over 50% of out-of-home advertising revenue is derived from digital media, the Company has implemented policies to mitigate the risk of losing digital media clients. All sales team members are required to be well-prepared with up-to-date company information and in-depth knowledge of products and services, enabling them to provide timely and responsive support to clients. Additionally, the Company encourages the sales team to cross-sell products and services across other media platforms to compensate for any potential decline in digital media revenue. Regarding risks associated with macroeconomic volatility and slowdowns—factors beyond the Company’s control—the Company addresses them by ensuring that all sales personnel remain consistently proactive, stay informed on industry developments, and regularly present new ideas to clients.

Furthermore, the Company has established additional risk management measures to address rapidly changing consumer behaviour and technological advancements. These include continuous monitoring of consumer trends and industry competitors, developing new products and communication channels to diversify media offerings, and conducting integrated strategic risk assessments in conjunction with the annual business planning process. This enables the Company to adapt strategies promptly in response to changing circumstances.

- **Operational** The Company recognizes the importance of effective operational risk management. The Board of Directors has established the operational risk management policy and framework, and appointed the Risk Management Committee to provide guidance and recommendations to management, ensuring that the Company’s operational risk management processes are appropriate for its business context, aligned with international standards, and effective in controlling, preventing, and mitigating risks within acceptable levels (Risk Appetite). Key components of this framework include the development of systems for measuring, monitoring, controlling, and reporting operational risks; the implementation of internal control systems for managing such risks; and the maintenance of capital reserves to absorb potential operational losses. These measures are designed to ensure that the Company’s operational risk management is effective and proportionate to its business operations.
  1. **Risk Identification:** The company identifies risks related to its operations at least once a year or whenever there are changes in operational risk factors that could impact the business.
  2. **Risk Assessment:** The company measures the risk levels of identified operational activities by assessing the likelihood and frequency of risk occurrence, as well as the impact of the risks, to evaluate the severity of potential damages.
  3. **Risk Monitoring:** The company monitors operational activities and events that could potentially harm the company, enabling timely prevention and control of such incidents.
  4. **Risk Control and Mitigation:** The company has transparent risk response processes aligned with its Risk Appetite, including ongoing monitoring, risk management evaluation, and reporting to management and the board. Risk control measures include purchasing insurance and utilizing support services from business partners.
  5. **Risk Data Storage and Reporting:** The company maintains and reports operational risk data to inform relevant parties about risk trends and changes, enabling timely preventive, control, or mitigation actions.

6. **Business Continuity Planning:** The company maintains a business continuity plan to address incidents caused by uncontrollable factors, including natural disasters, terrorism, and public utility disruptions. This plan enables the business to resume normal operations through the company's Business Continuity Management Policy.

Regarding the risk associated with reliance on major customers, the company cannot guarantee that these customers will continue to purchase its products consistently and/or in the same volumes as they currently do. Therefore, if one or all of these major customers reduce their orders or cancel their purchases, it could have a significant impact on the company's operations. To mitigate this potential risk, the company has implemented the following risk management plan:

1. **Commitment to Building Strong Customer Relationships and Satisfaction:** The company is dedicated to continually improving the quality of its products and services to enhance relationships with these key customers. It emphasizes excellent after-sales service, a cornerstone of the company's operations.
2. **Expanding the Customer Base to Other Potential Partners:** The company aims to diversify its customer base by reaching out to other potential partners who can provide opportunities for business growth and expansion.
3. **Establishing Long-term Business Partnership Agreements:** The company aims to secure its relationships with key customers through long-term contracts, ensuring they continue to use its products and services.

This also includes regular inspections of installation quality and the maintenance of advertising media, as well as the use of technology to monitor screen status in real-time, helping to minimise potential impacts on brand image and customer confidence.

- **Financial** The company ensures that its customers' credit quality and debt repayment capability are analyzed. It regularly reviews the financial status of its customers and makes adjustments appropriate to the circumstances. The risk from foreign exchange rate volatility is likely to have a limited impact on the company as almost all of its revenues are in Thai Baht. However, to mitigate the potential effects of foreign exchange fluctuations, especially in cases where the value of the Thai Baht against foreign currencies may change, the company will manage its foreign currency liabilities to match the revenue generated in foreign currencies. This risk management activity is conducted under the supervision, approval, and monitoring of the Risk Management Committee to ensure compliance with policies and to minimize impacts to an acceptable level for the company.
- **Regulatory** Given the risks associated with regulatory changes due to climate change, which is a significant concern for the company in addressing global warming issues, the Global Climate Risk Index of 2017 ranked Thailand as one of the top ten countries most affected by climate change. In response, the Thai government announced a "National Reform Plan" mandating relevant governmental agencies to develop climate change laws to be enforced within 3 to 5 years. These laws aim to create economic incentives for the private sector to reduce greenhouse gas emissions and encourage public behavioural changes by developing mass transit systems and reducing plastic bag use. However, the mechanisms and enforcement methods for these new policies and regulations remain unclear, posing a risk that could alter business operations. Nevertheless, the company has strategies to manage risks from climate change:

1. **Maximizing Resource Efficiency:** Using resources such as high-quality light bulbs, energy, and water as effectively as possible in the production process, following the principles of the circular economy to reduce waste.
2. **Operational Projects:** Assessing energy efficiency across all business units to identify appropriate technology uses and employing high-quality light bulbs to reduce electricity consumption, which in turn directly impacts greenhouse gas emissions.
3. **Registering for the Thailand Voluntary Emission Reduction Program (T-VER):** Preparing for changes in laws related to climate change, where the reduced or sequestered greenhouse gases (carbon credits) can offset emissions, aiding the transition to a low-carbon society.
4. **Analyzing and Managing Financial Risks Related to Climate Change:** This includes both physical risks and risks associated with regulatory changes, aligning with the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD).
5. **Setting a Climate Strategy for the Company:** This should include targets for climate management, such as reducing greenhouse gas emissions by 15% by 2032.
6. **Engaging and Partnering with Internal and External Stakeholders:** Collaborating on energy management and climate change initiatives.

Regarding risks arising from changes in laws or regulations related to billboard installation or the permitting process in public areas, which may impact the implementation of new projects, the Company manages these risks by actively monitoring and analysing draft legislation under consideration by the government. This enables timely preparation and adjustments to business plans and operations, ensuring optimal performance. Additionally, the Company engages with relevant stakeholders, including advertising associations and government agencies, to propose recommendations and exchange policy-related views.

- **Sustainability (ESG)** The company's risk management strategy focuses on monitoring global trends, new regulations, and the operations of other businesses in the same industry. It assesses the sustainable business framework, which considers Environmental, Social, and Governance (ESG) factors. It manages uncertainties along the value chain by integrating sustainable risk concepts into the "PLANB Enterprise Risk Management Framework," aligning with the COSO: Enterprise Risk Management Framework. The main components include:
  1. **Governance Structure:** Encompassing all levels from the company board, sustainability and governance committees, audit committee, executive committee, business sustainability development team, risk management team, and business line risk coordinators.
  2. **Understanding Business Context and Strategy:** Each unit works closely to understand, analyse, monitor, and communicate risk factors and future trends that could impact business operations or organisational strategy.
  3. **Integrated Risk Management Process:** Important risks are assessed across the organisation, business groups, or functional levels; strategies for managing these risks are established, and new business opportunities are identified and created. This process aligns with the sustainable development strategy and principles foundational to PLANB's sustainability efforts.
  4. **Communication, Reporting, and Evaluation:** Continuous sustainability and risk management at all levels, from functional and subsidiary to business group and organizational.

5. Culture of Sustainability and Risk Management: Educate the company's directors, executives, and employees at all levels about sustainable development and risk management through training, orientation, and the dissemination of information via newsletters. This promotes discussion and feedback on sustainable development and risk management, fostering an understanding and sharing of knowledge about PLANB's sustainable development among employees and stakeholders, including partners and customers.

The Company manages social risks that may arise from operations in public areas, particularly in the event of complaints from local communities, by continuously assessing the social impact of its business activities. This includes receiving and addressing community feedback, as well as screening advertising content to ensure it does not conflict with public morals or societal values.

### Procedures and Approaches for Risk Reporting

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

### Risk Monitoring




**MEA EV**  
 แอปของคนใช้รถยนต์ไฟฟ้า  
 หาดูชาร์จ์ จองจ่าย สบายทุกโมเมนต์  

**พลังดีดี ที่รู้สึกได้ทุกวัน**


**XPENG G6**  
 ห้องโดยสารที่กว้างกว่า  
 ด้วย Cell-integrated Body Design

Plan-B



## EMERGING RISK

Plan B not only focuses on managing material risks but also places importance on **emerging risks** that may impact or create future business opportunities for the Company. These risks are continuously monitored, analyzed, and managed through the development of responsive strategies. This approach enables the Company to adapt to changing contexts with flexibility and long-term resilience

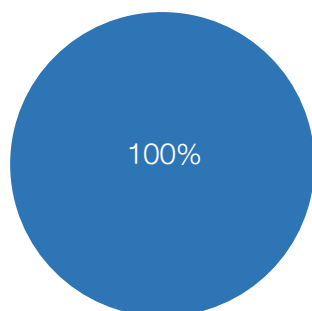
### 1. Corruption Risk

The company actively pursues sustainable business practices, emphasising good corporate governance and robust internal control processes. The Company established a clear Anti-Corruption Policy covering all its activities and undertakings. Corruption and guidelines for corruption-prone activities are clearly defined and communicated to both internal and external parties.

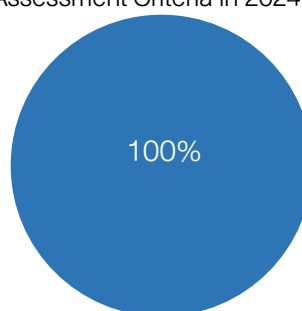
Note that the Company is concerned with the risk of corruption from its activities and requires that this risk be examined, assessed, and prevented. Accordingly, the Company has issued control and monitoring measures for activities with potential corruption risks to ensure that its undertakings are honest, transparent, and free from corruption. Furthermore, communication channels were established for stakeholders to report corruption, submit suggestions, and file complaints directly with the Audit Committee. Additionally, the Company is a certified member of the Thai Private Sector's Collective Action Coalition Against Corruption (CAC). Finally, the Company requires all employees to assess their knowledge and understanding of the Code of Conduct. To ensure that all employees are fully aware of the Code of Conduct and foster a strong work ethic, 100% of employees must pass the assessment.

#### Code of Conduct Awareness and Training in 2024

Number of Employees Trained in 2024



Number of Employees Who Passed All Assessment Criteria in 2024



### 2. Cyber Threat Risk

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

- Formulate a defined cybersecurity policy for the group of companies and establish a working team directly responsible for cybersecurity, both in the short and long term.
- Training employees on potential cyber threats and guidelines to prevent/tackle the incidents by themselves to alleviate damages and minimize impacts.
- System testing and rehearsals for IT system recovery in the event of cyber threats.

### 3. Compliance with Personal Data Protection Laws Risk

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

### 4. Climate Change Risk

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

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

- 1) **Continual Monitoring of Climate Change Impacts:** The company is committed to monitoring the effects of climate change, considering it part of its risk management and governance processes. It has also developed an Organizational Business Continuity Plan (BCP) and disaster recovery plans to manage unfavourable weather events and respond to business interruptions.
- 2) **Adherence to Corporate Environmental Policy:** All business units must strictly follow the company's environmental policy. This includes implementing environmental management systems, such as ISO 14001, applying the 3Rs principle (Reduce, Reuse, Recycle), managing and reducing water usage, managing and reducing greenhouse gas emissions, and initiating corporate and product-level Carbon Footprint projects.
- 3) **Use of Modern and Energy-Efficient Technology:** High-quality LED lighting decreases resource and energy consumption, reducing greenhouse gas emissions and lowering operational costs while enhancing production efficiency and effectiveness.
- 4) **Environmental and Sustainable Development Practices with Partners:** Managing and aligning with partners' environmental and sustainable development practices.

## 5. Risk from Technological Disruption, Changing Consumer Behaviour, and Macroeconomic Trends Affecting the Industry

The rapid pace of technological change, coupled with shifting consumer behaviour—such as increased consumption of digital media through social media platforms, video streaming, mobile applications, and on-demand content—may lead to a reduction in attention and time spent on traditional media, particularly television and out-of-home (OOH) advertising. Suppose the Company is unable to innovate or adapt its brand communication strategies promptly in response to new consumer behaviours. In that case, it may adversely impact its competitiveness, advertising revenue, and ability to retain clients in the long term.

This risk is considered a medium- to long-term risk over the next 3–5 years, as macro-level changes in the economy, society, and environment drive it. Nevertheless, the Company has continuously developed advertising screen formats to align with evolving consumer behaviour and communication preferences. Furthermore, the Company has developed the MAGNETIC Measurement system, a real-time data analytics tool that enables accurate evaluation of campaign performance. Insights derived from the system enable the analysis of consumer behaviour, allowing brands to plan and create campaigns that are highly targeted and effectively meet customer needs.

## 6. Low-Carbon Transition Risk

Driven by increasing pressure from government policies, investors, and global societal expectations, the transition toward a low-carbon society—such as the establishment of Net Zero targets or the implementation of carbon pricing mechanisms (e.g., Carbon Tax / CBAM – Carbon Border Adjustment Mechanism)—is accelerating and may impact business operations within the next 3–5 years. For companies in the media industry, such as those involved in out-of-home (OOH) advertising, this transition may result in pressure from clients seeking to reduce the carbon footprint of their advertising activities or in additional costs related to upgrading media technology to improve energy efficiency. Without sufficient preparation in ESG readiness and sustainable innovation, the Company may risk losing long-term competitiveness.



## 7. Risk from Demographic Shift and Workforce Transformation

The global trend toward ageing societies, including in Thailand, is significantly reshaping the labour force structure. Companies that rely heavily on traditional skill sets or a large number of younger workers may face labour shortages in the future. At the same time, the behaviour and expectations of the new generation of workers—such as Gen Z—are notably different. They place a higher value on flexibility, meaningful work, and social impact, which could affect the company's ability to attract and retain talent if it does not adapt its organisational culture, skills development systems, or job design accordingly.

## 8. Trust in AI and Data Integrity Risk

Although artificial intelligence (AI) and big data play a critical role in enhancing business efficiency, the risk of unethical AI use or algorithmic bias may undermine the trust of customers, partners, and the general public shortly. Moreover, a lack of transparency in data usage could violate personal privacy rights or breach increasingly stringent regulations, such as the EU AI Act or emerging guidelines on AI ethics. If the Company does not establish appropriate governance frameworks for AI and data management, it may face reputational, legal, and trust-related risks.

## 9. Post-Truth Consumer Behaviour Risk

In today's environment, where information spreads rapidly and widely through social media, many consumers are more inclined to believe content that aligns with their personal beliefs rather than objective facts (confirmation bias). It is increasingly difficult to distinguish between factual information and misinformation or fake news. Such behaviour presents a growing challenge for brands in communicating corporate values, sustainability efforts, and ethical commitments credibly, especially in the face of viral social movements that can lead to brand "cancellation," even when based on incomplete or misleading information. For companies in the advertising and brand-awareness business—such as Plan B—this shift presents a material risk that may affect:

- The ability to control media content in public spaces
- The level of trust clients place in brands using the Company's media platforms
- The likelihood of brands becoming targets of online backlash or having their intentions misrepresented

This trend also has implications for future communication strategies, which may need to evolve toward greater transparency, authenticity, and reliance on trusted influencers or credible information sources to maintain brand and client credibility.



## Emerging Risk Management Plan

Plan B recognizes that today's business landscape is rapidly evolving due to a range of factors across economic, social, technological, and environmental dimensions—all of which have implications for medium- to long-term business operations. Emerging risks, such as increasingly stringent ESG regulations, demographic shifts, and changes in consumer behaviour amid an age of information overload, may not yet have a clear short-term impact. However, without proper preparation, these risks could lead to loss of competitiveness, rising costs, and potential reputational damage in the future.

To mitigate the impact of such risks and enhance business resilience, the Company is in the process of developing an **emerging risk management plan**, with clear and actionable approaches as follows:

### 1. Emerging Risk Monitoring Framework

The Company will establish a systematic mechanism for monitoring emerging risks by assigning responsibility to either **the Risk Management Working Group** or a dedicated **Strategic Risk Unit**. This unit will be tasked with tracking and analyzing early warning signals from both internal and external sources, such as:

- Changes in international regulations
- Government policies on environmental and labour issues
- Sudden shifts in consumer behaviour
- Macroeconomic trends and market volatility

This mechanism will enable the Company to identify risks promptly and proactively prepare for potential impacts before they affect the business.

### 2. Prioritization & Materiality Assessment

Once potential risks are identified, the Company will conduct a risk assessment in accordance with the COSO Enterprise Risk Management framework, considering both the likelihood of occurrence and the potential impact on the organisation. Risks will then be prioritized based on their severity and relevance to the Company's strategic plan, allowing for appropriate planning and resource allocation. For example:

- If it is found that younger generations in the workforce place greater importance on ESG values than financial compensation, the Company will promptly revise its employer branding strategy to meet evolving expectations.

### 3. Risk Response Plan

To address potential risks, the Company will establish a response framework that includes both:

- **Preventive Measures**, such as revising procurement policies and selecting partners with established ESG systems
- **Mitigative Actions** such as implementing technology backup plans and providing reskilling programs for employees

These response strategies will be integrated into the Company's Business Continuity Plan (BCP) and the overall Enterprise Risk Management Plan.

#### 4. Strategic Integration

The Company will communicate information on emerging risks and corresponding response strategies to all relevant stakeholders, including the Board of Directors, senior management, supervisors, **and operational staff**. This ensures organization-wide awareness of potential risks and fosters active participation in the risk management process. In addition, insights from emerging risks will be **integrated into the Company's strategic planning** to enhance business flexibility and enable timely adaptation to a rapidly changing external environment.

#### 5. Review and Adaptation

To ensure effective and up-to-date risk management, the Company will review and update its emerging risk management plan at least annually, or upon the occurrence of significant events, such as outbreaks of emerging diseases, natural disasters, or changes in national and international regulations. The Company will also emphasise post-incident review and continuous improvement of risk management approaches to enhance organisational preparedness and resilience across all scenarios.

### Organizational Risk Culture

The organizational risk culture is crucial in effectively managing a company's risk. PLANB promotes a strong risk culture throughout the organisation, with every employee taking responsibility for managing risks in their daily activities. In 2024, PLANB conducted extensive training and disseminated information on risk management to all employees, including those in its subsidiaries, reaching a total of 1,016 individuals. This training is designed to instil awareness and understanding of the context and importance of risk management within the organization, from the board of directors and executives to managers and operational staff.

| Employee Level | Number of Employees |
|----------------|---------------------|
| Executive      | 24                  |
| Manager        | 229                 |
| Supervisor     | 116                 |
| Operation      | 647                 |

*Note: The total number of employees, 1,016, includes both full-time and contract employees.*

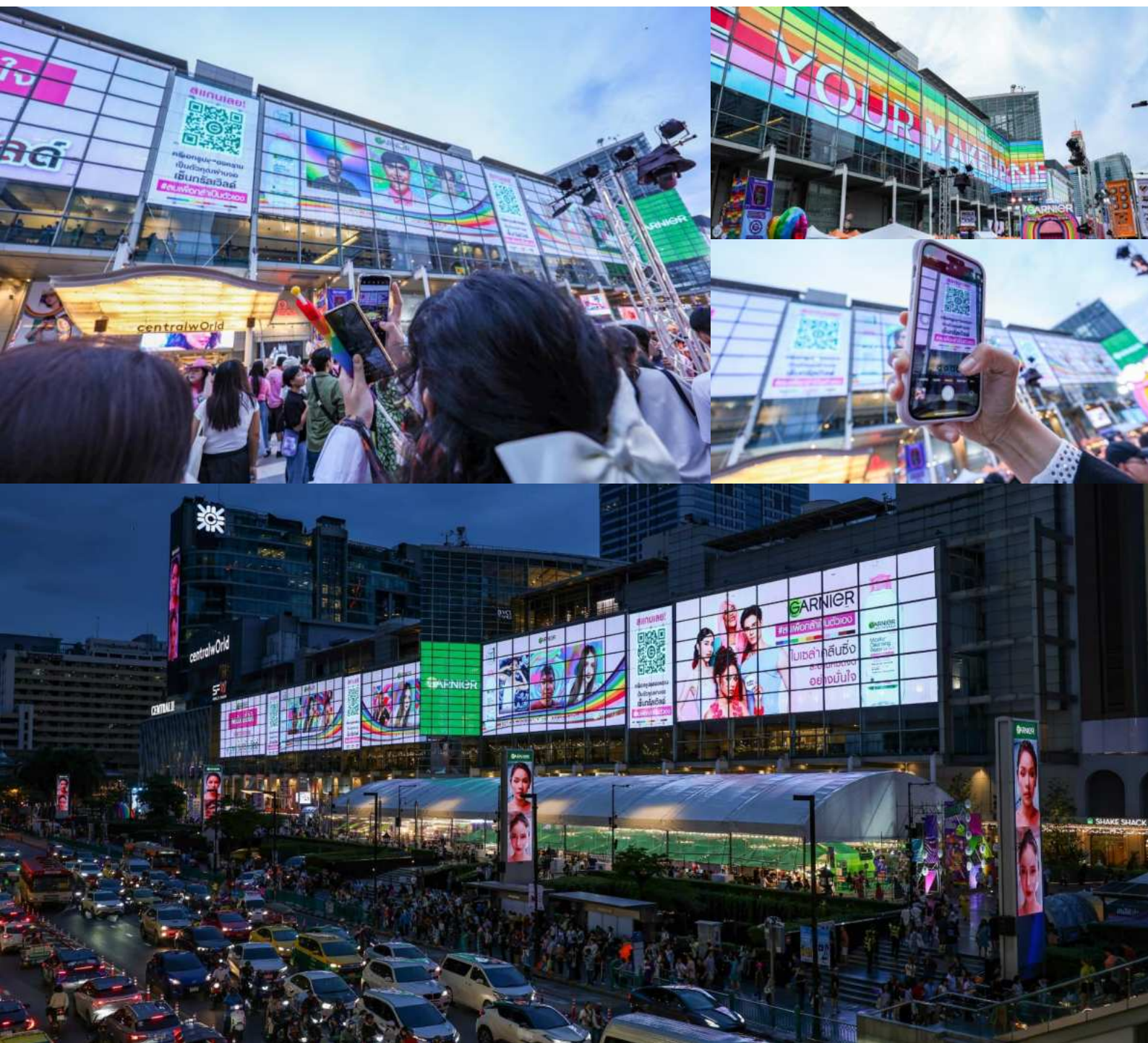
### Risk Management Performance

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

In 2024, the company conducted a comprehensive risk assessment across all its departments, evaluating all risks from low to very high levels, and assessing the likelihood of these risks occurring, ranging from "possibly occurring within the next year" (low probability) to "definite occurrence within three months" (very high probability). A total of 61 risks were assessed, with 8 of them being of very high importance and included in the report to the company's board. These high-level risks were divided into three main areas:

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

The presentation of the risk assessment results to the Board of Directors not only reflects Plan B's commitment to building an effective and transparent risk management system but also demonstrates the Company's dedication to proactive planning in support of long-term sustainable growth. The assessment results have served as a foundation for developing a risk management plan that aligns with the company's business objectives and is systematically integrated into corporate-level strategic planning.



## SUPPLY CHAIN MANAGEMENT

(GRI 2-6, 204-1, 205-1, 308-1, 308-2, 407-1, 408-1, 409-1, 414-1, 414-2)

| Sustainability Target                                                                                                                                                                                                          |                                                                                                                                                                                                                                | 2024 Performance                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                                                                                                          | Short-term (2025)                                                                                                                                                                                                              |                                                                                                                                             |
| <ul style="list-style-type: none"> <li>100% of the Company's suppliers sign an acknowledgement of the Supplier Code of Conduct addressing operational issues covering economic, social and environmental dimensions</li> </ul> | <ul style="list-style-type: none"> <li>100% of the Company's suppliers sign an acknowledgement of the Supplier Code of Conduct addressing operational issues covering economic, social and environmental dimensions</li> </ul> | <ul style="list-style-type: none"> <li>All business partners have acknowledged and accepted the Business Partner Code of Conduct</li> </ul> |
| <ul style="list-style-type: none"> <li>Conduct sustainability training for business partners to raise awareness</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>All key business partners have undergone ESG assessments</li> </ul>                                                                                                                     | <ul style="list-style-type: none"> <li>No key business partners were identified as having ESG-related risks</li> </ul>                      |

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

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

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

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



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

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

#### Business Ethics Practices

- **Product and Service Delivery**

The company's suppliers are required to deliver high-quality products and services at fair and reasonable prices, with timely delivery. Suppliers must not engage in excessive profiteering when compared to products or services of the same type or category. In addition, suppliers are expected to continuously improve their products and services by applying modern technologies to ensure consistent and optimal performance.

- **Regulatory Compliance**

The company's suppliers are required to strictly comply with all applicable laws—transnational, national, and local—as well as regulations governing their business operations. This includes obtaining and maintaining all necessary permits and licenses for their facilities and business activities.

- **Corruption and bribery**

The company's suppliers have adopted an anti-corruption policy as part of the Collective Action Coalition Against Corruption (CAC). They are firmly committed to strict compliance with this policy in all matters related to corruption, extortion, fraud, or bribery. If any business partner is found to be involved in offering or accepting bribes, the contract will be immediately terminated. The Company will not be held liable for any damages incurred by the business partner as a result of such termination. Legal action may be taken against the partner under applicable laws.

- **Gift and Rewards**

The company's suppliers must understand that company personnel will not give or demand gifts or rewards that could influence decision-making or result in unfair advantages, except where such gifts are customary in the business practices of the supplier's industry.

- **Conflict of Interest**

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

- **Confidentiality**

The company's suppliers must have processes in place to prevent the leakage of confidential information, whether business-related or the company's proprietary data.

### **Labour and Human Rights Practices**

- **Human Rights**

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

- **Labour and Child Labour**

The company's suppliers must not engage in or support the employment of workers under the legal minimum working age. They are also required to provide fair compensation to employees, free from exploitation and commensurate with the employees' knowledge, skills, and the value of the work performed.

- **Non-Discrimination**

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

- **Forced Labour**

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

- **Fair Employment Practices**

The company's suppliers must set out fair and comprehensive terms of employment and working conditions for their employees. These terms must respect individual rights and comply with applicable labour laws, unless the working conditions provide more favourable benefits to employees, for example, in areas such as compensation, working hours, termination, and overtime arrangements.

### Safety and Occupational Health Practices

- **Occupational Health and Safety**

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

- **Emergency Preparedness and Response**

The company's suppliers must conduct risk assessments, including anticipating, identifying, and evaluating emergencies and events. They should also have plans and protocols in place to respond to emergencies, minimising the impact on business operations.

### Environmental Impact Consideration Practices

- **Environmental Management**

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

- **Waste, Chemicals, and Hazardous Materials**

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

- **ผลกระทบต่อชุมชน**

คู่ค้า (Supplier) ของบริษัทฯ ต้องมีการประเมินอย่างเป็นระบบ มีเอกสาร และควบคุมผลกระทบทางด้านสิ่งแวดล้อมที่อาจเกิดขึ้นจากการปฏิบัติงาน ต่อชุมชนโดยรอบ

### ด้านการมีส่วนร่วมในการพัฒนาสังคม

คู่ค้า (Supplier) ของบริษัทฯ ควรดำเนินธุรกิจโดยคำนึงถึงผลกระทบที่อาจเกิดขึ้นต่อชุมชนและสังคมรอบข้าง รวมไปถึงการพัฒนาคุณภาพชีวิต และความเป็นอยู่ที่ดีขึ้นให้กับชุมชนและสังคมไทย





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## Management Guidelines

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

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

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

## Supply Chain Management Strategies

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

1. **Visionary Integration** PLANB has integrated digital systems as a core part of its supply chain management, enabling instant access to data, as well as forecasting for risk management, procurement value, profitability, efficiency, and verifiable sustainability impacts throughout the supply chain.
2. **Collaborative Partnership** PLANB collaborates with business partners to expand the adoption of sustainable business practices and strengthen Thailand's industry sector through stakeholder collaboration and digital systems.



3. **Integrated Risk Management** PLANB enhances overall business flexibility and ensures business continuity by sourcing from exceptionally qualified partners, especially key raw material suppliers, focusing on strengthening domestic partners and improving their capabilities.
4. **Centralized Management** PLANB harmonizes operational policies and global procurement technologies within the group to maximize value throughout the procurement cycle, both economically and sustainably.
5. **Standardization** PLANB incorporates leading procurement standards, such as ISO 20400 for sustainable procurement, into its supply chain management, develops employee potential through specialized skills training, and raises awareness about sustainability.

### Integrating Sustainability into Procurement

The Company places great importance on promoting sustainability throughout the supply chain by integrating principles of good governance, human rights, environmental stewardship, and business ethics into all procurement processes. This approach aims to foster responsible growth in collaboration with business partners, as outlined below:

#### 1. Supplier Registration

- **Supplier Code of Conduct:** The Company has established a Supplier Code of Conduct that aligns with international standards on human rights, environmental protection, and labour practices. This serves as a baseline requirement that all suppliers must acknowledge and comply with.
- **Sustainability Risk Assessment:** Prior to registration, suppliers are required to undergo a preliminary ESG risk assessment that considers their business profile, the type of goods or services provided, industry-specific risks, and the geographic location of their operations.

#### 2. Supplier Qualification Requirements

- **Comprehensive Sustainability Assessment:** Selected suppliers must undergo an in-depth sustainability evaluation using an ESG questionnaire and a self-assessment system that covers labour practices, safety, environmental responsibility, and corporate governance.
- **External Certifications:** The Company encourages suppliers to provide evidence of certification under international standards such as ISO 14001, ISO 45001, SA8000, or other relevant frameworks, to demonstrate their commitment to sustainability.
- **On-Site Supplier Audits:** The Company conducts random inspections and site visits to verify compliance with specified requirements and provide recommendations for improvement.

#### 3. Bidding and Tendering Process

- **ESG as Part of Evaluation Criteria:** Sustainability factors—such as waste management, efficient resource utilisation, and labour standards—are incorporated into the criteria for evaluating bids and selecting suppliers. This approach promotes socially and environmentally responsible competition.

#### 4. Performance Evaluation

- **Annual Supplier Performance Review:** The Company conducts annual performance evaluations of suppliers, assessing key criteria such as on-time delivery, product and service quality, and compliance with ESG requirements.
- **Document-Based Verification:** Suppliers are required to submit performance reports or supporting documents, such as environmental audit reports, safety records, and labour training documentation, upon the Company's request.
- **On-Site Supplier Audits:** In cases where risk indicators are identified, the Company will conduct additional on-site assessments to review compliance and determine appropriate corrective actions.

#### 5. Collaboration with Suppliers

- **Corrective Action Requirements for Non-Compliance:** In the event of any violation of sustainability practices, the Company will issue a formal notice along with recommended improvements and monitor the corrective actions within a defined timeframe. Failure to comply may result in temporary or permanent suspension of the business relationship.

#### 6. Supplier Capacity Building

- **Management of Non-Tier 1 Suppliers:** The Company recognizes the importance of lower-tier suppliers and has begun collecting data and managing risks associated with this group to foster sustainability throughout the entire supply chain.
- **Business Continuity Risk Management:** The Company monitors and assesses risks that may impact procurement continuity, including natural disasters, logistics crises, or environmental incidents.
- **Sustainability Impact Management:** The Company encourages suppliers to enhance their ESG capabilities by developing improvement plans aligned with the Company's overall sustainability goals.



## Supplier Selection and Procurement Policy

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

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

1. Establish criteria for evaluating and selecting suppliers, with strict screening, to ensure fair business practices and prevent human rights violations.
2. Supplier selection and procurement should be based on quality, price, quantity, service, and responsiveness while also considering their involvement in social and environmental responsibilities.
3. Ensure that the selection and procurement of suppliers are transparent, fair, and verifiable, strictly adhering to relevant regulations, standards, and laws, while also considering comprehensive economic, social, and environmental risks. The company also prioritizes combating all forms of unfair competition and strictly prohibits dishonest benefits in dealings with suppliers.
4. Procurement processes must not exploit suppliers. They must provide complete, accurate, precise, and disclosed information, treat all suppliers equally, and consider their feedback and suggestions for operational improvements.
5. Strictly adhere to agreed-upon conditions; if unable to meet any conditions, promptly inform the supplier and explore solutions jointly.
6. Consider suppliers based on their environmental impact, social responsibility, and governance (Environmental, Social, and Governance: ESG), and supervise suppliers to ensure they adhere to the company's supplier practices as part of sustainable supply chain management.
7. Focus on supplier management, build good relationships, and enhance their capabilities for joint sustainable development.
8. Integrate sustainability into procurement processes by establishing criteria for selecting new and current suppliers, including assessing purchases, evaluating key and at-risk suppliers on-site for potential sustainability risks, and addressing complaints in a continuous manner.
9. Manage the knowledge base between the company and suppliers, push for the use of technology to enhance procurement capabilities, and strive for excellence within the company.

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

## Supplier Selection Criteria

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

- 1. Supplier Status:** Suppliers refer to manufacturers, operators, vendors, distributors, service providers, or contractors who must have a verifiable place of business.
- 2. Resource Readiness and Operational Capability:** Suppliers must demonstrate sufficient personnel, machinery, equipment, products, services, warehousing capacity, financial stability, and a credible operational history.
- 3. Performance and Reliability:** Suppliers must have a proven track record of satisfactory performance in areas such as product quality, service delivery, on-time performance, after-sales support, warranties, and compliance with mutually agreed contractual terms.
- 4. Compliance with Laws and Business Ethics:** Suppliers must strictly comply with all applicable laws, rules, and regulations, and conduct business in a fair, transparent, and accountable manner. They must have no conflicts of interest with the Company and no history of fraudulent conduct, contract abandonment, or inclusion on government or private sector restricted vendor lists.
- 5. Social and Environmental Responsibility:** Suppliers must demonstrate a commitment to social and/or environmental responsibility, including respect for human rights, employee and labour welfare, business ethics, and compliance with environmental laws and regulations.

The Company will review and update its supplier selection criteria at least annually or whenever there are significant contextual or regulatory changes. This ensures alignment with emerging risks and international standards and forms a key part of the Company's sustainable procurement strategy. The approach supports transparent, fair, and responsible operations for the benefit of all stakeholders.

## Criteria for Identifying New and Existing Suppliers

The selection of both new and existing business partners must adhere to the Company's established criteria, with a focus on qualifications used to assess and categorize suppliers. This process must also align with the Company's procurement policy, supplier engagement practices, and supply chain management policy. Suppliers must demonstrate a clear commitment to social and environmental responsibility, including respect for human rights, fair labour practices, business ethics, and compliance with environmental laws. In addition, all suppliers are required to acknowledge and comply with the Company's Supplier Code of Conduct to ensure mutual understanding and alignment in advancing sustainable development.

### Criteria for Supplier Classification and Assessment Guidelines for Critical Non-Tier 1 Suppliers

The Company adopts a centralized procurement system to enhance cost management efficiency, quality control, and transparency in the sourcing process. A clear supplier segmentation framework is in place for Tier 1 suppliers (those doing business directly with the Company), classifying them into three groups: Critical Suppliers, Non-Critical Suppliers, and General Suppliers. Each group is subject to tailored risk assessment and management approaches based on its level of importance and impact on the Company's operations.

However, to ensure more comprehensive procurement management, the Company has expanded its scope to include **critical non-tier 1 suppliers**—suppliers in the next tier of the supply chain, such as key raw material manufacturers or subcontractors that affect the delivery performance of critical suppliers. Although these suppliers do not have a direct business relationship with the Company, they are vital to business continuity and may pose supply chain risks if any issues arise.

To ensure efficient and comprehensive procurement management, the Company has established a systematic set of criteria for supplier segmentation. This classification is based on factors such as risk level, contract value, strategic importance, and substitutability, with tailored evaluation approaches defined for each group, as follows:

- 1. Critical Supplier:** These are suppliers with high contract value or spending volume, low substitutability, and high strategic importance to revenue generation. They are considered to carry high or very high risk. The Company requires an annual performance evaluation for this group using the Vendor Evaluation Form, on-site audits, and sustainability performance assessments. This group typically includes suppliers of LED display products.
- 2. Non-Critical Supplier:** These are suppliers not classified as critical, with medium spending levels or low contract value, and moderate to low risk. The Company conducts annual performance evaluations using the Vendor Evaluation Form and Vendor Self-Assessment Questionnaire. This group typically includes construction contractors, spare parts and equipment providers, IT services and equipment, and consumable materials.
- 3. General Supplier:** These are suppliers not classified as either critical or non-critical, with relatively low transaction volumes, minimal business risk, and no significant management complexity. These suppliers typically offer easily substitutable products or services and have multiple sourcing options. The Company conducts case-by-case evaluations as appropriate, without requiring annual assessments due to the low level of business impact.
- 4. Critical Non-Tier 1:** These are suppliers that do not supply goods or services directly to the Company but play a key role in the supply chain of critical suppliers, for example, manufacturers of essential components or upstream suppliers to critical vendors.

The Company has established criteria for identifying and classifying this group of suppliers as follows:

1. **Suppliers directly linked to critical Tier 1 suppliers** and playing a significant role in the production or service delivery process that affects the Company's operations, such as LED panel manufacturers, key raw material suppliers, or subcontracted installation providers.
2. **Suppliers that cannot be easily replaced in the short term** or those operating in markets with limited supplier options.
3. **Suppliers with a history of disruptions that have impacted critical Tier 1 suppliers and the Company's delivery performance**, such as delays, supply shortages, or failure to meet quality standards.
4. **Suppliers located in high-risk countries or regions**, including those with geopolitical risks, exposure to natural disasters, or regulatory uncertainty that could impact the supply chain.

#### Risk Management and Assessment Approach for Critical Non-Tier 1 Suppliers

To effectively develop risk management plans and collaborate appropriately with this supplier group, the Company has established the following approach for monitoring and managing relationships with Critical Non-Tier 1 suppliers:

1. **Coordinate with Tier 1 suppliers to obtain supply chain information**, such as a list of key subcontractors or frequently used raw material manufacturers.
2. **Conduct preliminary risk assessments through indirect evaluation** using questionnaires related to quality, environmental management, labour law compliance, and sustainability practices, in collaboration with relevant Tier 1 suppliers.
3. **Monitor and review risks jointly with Tier 1 suppliers periodically**, especially when early warning signals arise, such as delivery delays, quality issues, or human rights violations within the supply chain.
4. **Integrate risk monitoring into existing On-site Audits or Supplier Meetings of Tier 1 suppliers** by including additional assessment items related to subcontractors or secondary suppliers in the evaluation form.

A systematic approach to identifying and managing Critical Non-Tier 1 suppliers enables the Company to conduct comprehensive risk assessments across **the entire supply chain (End-to-End Supply Chain Risk Management)** and to develop appropriate response plans. This supports business continuity, reduces the likelihood of unforeseen disruptions, and promotes long-term sustainability for both the Company and its suppliers at all levels.

#### Acknowledgement and Acceptance of the Supplier Code of Conduct

All new suppliers are required to accept and comply with the company's Supplier Code of Conduct to ensure mutual understanding and confirmation of agreement. This acceptance is also seen as a commitment to joint sustainable development. **In 2024, all suppliers acknowledged and accepted the Supplier Code of Conduct, which outlines the Company's business ethics and expectations for supplier practices.**

#### Supplier Evaluation Process

The Company conducts an annual supplier evaluation to analyze relevant information and identify areas for improvement in collaboration with its suppliers. This process supports the development of



sustainable business practices for both the Company and its partners. The Company's supplier evaluation is divided into two main categories: Supplier's Risk Assessment and Supplier's Performance Assessment. The details of each category are as follows:

- **Supplier's risk assessment**

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

| Risk Factors                                                        | Risk Management Guidelines                                                                                                                                                                                                                             |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Economic</b>                                                     |                                                                                                                                                                                                                                                        |
| Financial status and stability of suppliers                         | <ul style="list-style-type: none"> <li>• Collateral requirements</li> <li>• Review of financial statements and payment history</li> </ul>                                                                                                              |
| Suppliers with high transaction value                               | <ul style="list-style-type: none"> <li>• Review of contract compliance and delivery performance</li> <li>• Set credit terms according to project progress</li> </ul>                                                                                   |
| <b>Social</b>                                                       |                                                                                                                                                                                                                                                        |
| Child labour, illegal migrant labour, or violations of human rights | <ul style="list-style-type: none"> <li>• Establish evaluation criteria for supplier qualification</li> <li>• Conduct on-site supplier audits</li> </ul>                                                                                                |
| Occupational health and safety                                      | <ul style="list-style-type: none"> <li>• Establish evaluation criteria for supplier qualification</li> <li>• Conduct on-site supplier audits</li> </ul>                                                                                                |
| <b>Environmental</b>                                                |                                                                                                                                                                                                                                                        |
| Environmental protection and waste management                       | <ul style="list-style-type: none"> <li>• Set conditions in purchase contracts and conduct environmental audits</li> <li>• Review business operation licenses (e.g., Sor 4) as required by the relevant authorities in the industrial sector</li> </ul> |

The assessment is based on the likelihood of risk occurrence and the severity of impact, using both quantitative and qualitative criteria as a foundation for evaluating various risks. The assessment is categorized into four levels, as follows:

| Likelihood and Impact | Description                                                 | Level |
|-----------------------|-------------------------------------------------------------|-------|
| Very High             | Once per month or more frequently /<br>More than THB 10mn   | 4     |
| High                  | Once every 1–6 months, up to 5 times /<br>Between THB 5–9mn | 3     |
| Moderate              | Once every 1–3 years / Between THB 1–4mn                    | 2     |
| Low                   | Once every 4–5 years / Not more than THB 1mn                | 1     |

- **Supplier's performance assessment**

The Company conducts ongoing evaluations of supplier performance to ensure their ability to meet business requirements in terms of quality and sustainability. The assessment covers four key areas:

1. **Product and Service Quality:** Assessed based on the standard of products and services delivered, including specification compliance, consistency of quality, warranty provisions, and the rate of complaints or product defects during use.
2. **Complete and On-Time Delivery:** Evaluated by analyzing the timeliness of deliveries according to the agreed schedule and the supplier's ability to fulfill each order completely. Adequate stock and logistics management are critical factors in this area.
3. **Coordination and Management Efficiency:** Assessed based on communication effectiveness, responsiveness to issues, adaptability to changing circumstances, and the ability to manage projects systematically and professionally in collaboration with the Company.
4. **Social and Environmental Responsibility:** Suppliers must operate with consideration for environmental and social impacts—for example, efficient resource use, compliance with environmental laws, fair labour practices, and participation in corporate social responsibility (CSR) initiatives. Performance may be verified through certifications or by meeting ESG assessment standards set by external bodies.

| Methods for Evaluating Suppliers |                                                       |                    |
|----------------------------------|-------------------------------------------------------|--------------------|
| Supplier Group                   | Document Review and Self-Assessment via Online System | On-Site Evaluation |
| Critical Supplier                | ✓                                                     | ✓                  |
| Non-Critical Supplier            | ✓                                                     |                    |
| General Supplier                 |                                                       |                    |
| Critical Non-Tier 1              | ✓                                                     |                    |

#### Follow-Up and Capacity Building

The Company conducts annual supplier evaluations through the Vendor Evaluation Form, Vendor Self-Assessment, and On-Site Audits. The information collected is analyzed to identify solutions for improving operational collaboration with suppliers and to support the development of sustainable business practices for both the Company and its partners.

#### ESG Risk Management in the Supply Chain

The Company conducts environmental, social, and governance (ESG) risk assessments for key suppliers through Vendor Self-Assessments and regular On-Site Audits to ensure that suppliers operate ethically, transparently, and in compliance with labour, human rights, and environmental laws.

**In 2024, the Company conducted ESG risk assessments of key suppliers and found that no key suppliers were identified as having ESG-related risks.**

## Supplier Risk Factors

- **Strategic Risk**

1. **Risk of clients not renewing contracts**

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

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

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

3. **Supplier sourcing risk**

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

- 1) Expenditure analysis covering all types of procurement, with a focus on suppliers with high spending volumes.
- 2) Risk assessment of suppliers' environmental, social, and governance operations, identifying risks to organizational sustainability in the procurement process, such as child labour.
- 3) Importance analysis of suppliers, based on criteria such as:
  - High service expenditure through the supplier
  - Components or services critical to the company's operations
  - Difficult to replace products or services, with no available alternative providers
- 4) Development of measures to mitigate potential impacts from suppliers, based on the risk assessment and importance analysis, to prepare the company to handle high-risk and critical suppliers, with measures including:
  - **Critical Supplier** refers to a supplier with high spending volume and a very high-risk level, or one that provides products that are difficult to substitute. These suppliers are subject to annual audits, including on-site visits. They are also required to develop risk mitigation plans and corrective actions to reduce both the likelihood and severity of potential impacts, ensuring that risks are effectively managed to prevent adverse effects on the business, the community, and the environment.
  - **Non-Critical Supplier** refers to a supplier with moderate to low spending volume and risk level. These suppliers must undergo performance evaluations or assessments based on the Company's sustainable supplier practices. Relevant internal stakeholders, such as end-user departments or related functions, must review them.

- **Operational Risk**

1. **Risk from the stability of the information technology system**

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

2. **Risk from delayed product delivery by suppliers**

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

- **Regulatory Risk**

1. **Risk from operating under concession agreements with government entities**

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

2. **Impact from regulatory compliance that may incur high costs**

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

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

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

- **Social and Environmental Risk**

1. **Risk related to climate change**

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

### Assessment of Supplier Risks that Covers Three Key Issues in Economic, Social, And Environmental Dimensions

| Supplier Risk Assessment                                                                                              |                                                                                                                                         |                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Economic Dimension                                                                                                    | Social Dimension                                                                                                                        | Environmental Dimension                                                                                         |
| <ul style="list-style-type: none"> <li>Risk related to the financial status and stability of suppliers</li> </ul>     | <ul style="list-style-type: none"> <li>Risk from the use of child labour, illegal migrant labor, and human rights violations</li> </ul> | <ul style="list-style-type: none"> <li>Risk related to climate change</li> </ul>                                |
| <ul style="list-style-type: none"> <li>Risk associated with suppliers with high transaction value</li> </ul>          | <ul style="list-style-type: none"> <li>Risk related to occupational health and safety</li> </ul>                                        | <ul style="list-style-type: none"> <li>Risk related to environmental protection and waste management</li> </ul> |
| <ul style="list-style-type: none"> <li>Risk of non-compliance with contract terms and delivery performance</li> </ul> | <ul style="list-style-type: none"> <li>Risk of human rights violations</li> </ul>                                                       |                                                                                                                 |
| <ul style="list-style-type: none"> <li>Risk related to credit term</li> </ul>                                         |                                                                                                                                         |                                                                                                                 |

### Risk Management Process

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



1. **Risk Identification** refers to the process of gathering and identifying factors or events that may impact the organization’s operations. These risks may arise from internal factors—such as management practices, personnel, or operational systems—or from external factors, including economic, political, legal, and environmental conditions. Identified risks must cover strategic, operational, financial, and compliance aspects to ensure comprehensive and effective risk management.
2. **Risk Analysis and Assessment** involves analyzing the causes and contributing factors of each risk, as well as assessing the likelihood of its occurrence and the potential impact if it materializes. Both

qualitative and quantitative methods are used to categorize risks by severity and prioritize them. This enables the selection of appropriate risk management strategies tailored to each type of risk.

- 3. Risk Planning and Management Strategy Development** refers to the process of formulating and selecting strategies or measures to manage identified and assessed risks. These strategies may include risk avoidance, risk reduction, risk transfer, or risk acceptance in cases where the risk is within a controllable level.

The planning and selection of risk management measures take into account available resources, cost-effectiveness, and the potential impact on the organization's objectives.

- 4. Risk Management Implementation** refers to the execution of the risk management plan by all relevant parties in accordance with their respective roles and responsibilities. This includes establishing appropriate internal control systems and promoting internal communication to raise awareness of risks and encourage organization-wide participation in effective risk management.
- 5. Monitoring and Evaluation** refers to the process of tracking the progress of risk management implementation and assessing the effectiveness of the measures undertaken. It includes reviewing, refining, or developing risk management approaches on a continual basis to ensure alignment with the changing environment and to support the achievement of the organization's objectives.

In 2024, the Company conducted a risk assessment of its key suppliers and found no material supplier-related risks. As a result, the Company was **not exposed to any significant economic risks arising from its supply chain.**



### Supply Chain Transparency and Impact Management

PLANB has established an annual process to identify key suppliers in order to develop effective supplier relationship management strategies. This process supports prioritization in resource allocation and risk management. Key factors considered in identifying critical suppliers include: the supplier’s maturity in sustainable business practices, alignment of the supplier’s business objectives with Plan B’s goals, involvement with critical materials, irreplaceability, and the degree of mutual dependency between Plan B and the supplier. These considerations enable Plan B to proactively identify and mitigate potential risks across its procurement process and throughout the supply chain.

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

Proportion of Key Suppliers



Proportion of Suppliers Located in Thailand



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

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

### Supplier Code of Business Conduct

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



## Payment Policy and Terms for Suppliers

PLANB places great importance on conducting business in a sustainable manner and is committed to serving customers and business partners with fairness, transparency, and full compliance with corporate governance principles and relevant regulations.

PLANB takes into account key factors affecting business liquidity and cash flow management. The Company has established a payment policy whereby payments to suppliers are made within 30–90 days, depending on the type of goods or services provided—such as advertising services or media production. Billing and payment transfers for general suppliers follow the Company’s standard accounting cycle and payment procedures.

However, credit terms and payment periods for certain vendors, suppliers, contractors, or service providers of the Company—or those of its subsidiaries—may differ from the aforementioned general policy. These variations depend on the nature of the business, type of goods, raw materials, and specific services provided, as mutually agreed upon by the Company or its subsidiaries and each respective vendor, supplier, contractor, or service provider.

The Company ensures that such agreements are made in alignment with established standards and based on the principle of fairness to all suppliers. Considerations include market conditions, industry benchmarks, and the terms of individual business agreements.

| Liquidity Ratios              |               | 2023         | 2024         |
|-------------------------------|---------------|--------------|--------------|
| Current Ratio                 | (times)       | 1.02         | 1.20         |
| Quick Ratio                   | (times)       | 1.02         | 1.19         |
| Average Collection Period     | (days)        | 108.9        | 116.6        |
| <b>Average Payment Period</b> | <b>(days)</b> | <b>109.8</b> | <b>101.4</b> |

According to the Company’s policy, the standard payment period for suppliers is set at 30–90 days. However, **in 2023 and 2024, the actual average payment periods were 109.8 days and 101.4 days, respectively**—slightly exceeding the policy range. **The primary reason for this deviation is occasional delays in payments from certain customer segments, particularly government agencies. These delays are typically due to budgetary constraints, complex disbursement procedures under bureaucratic systems, or political uncertainty.**

Although the Company has been affected by external factors beyond its control, the trade receivables turnover ratio remains at a manageable level and has not had a material impact on the Company’s overall performance. The Company continues to closely monitor and manage credit risk, while also maintaining liquidity with prudence, ensuring the ability to operate securely and sustainably under all conditions.



## INFORMATION SECURITY AND DATA PRIVACY

(GRI 418-1)

| Sustainability Target                                                                                                                                                                   |                                                                                                                                                                                         | 2024 Performance                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                                                                   | Short-term (2025)                                                                                                                                                                       |                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>No complaints from government agencies, clients, or other relevant parties about the wrongful use of personal information are present</li> </ul> | <ul style="list-style-type: none"> <li>No complaints from government agencies, clients, or other relevant parties about the wrongful use of personal information are present</li> </ul> | <ul style="list-style-type: none"> <li>No complaints from government agencies, clients, or other relevant parties about the wrongful use of personal information are present</li> </ul> |
| <ul style="list-style-type: none"> <li>No customer data breaches occurred</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>No customer data breaches occurred</li> </ul>                                                                                                    |                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>The Company should conduct annual training for employees at all levels on data security and privacy protection</li> </ul>                        |                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>All employees have received training on personal data protection</li> </ul>                                                                      |
|                                                                                                                                                                                         |                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>The company conducts training on cyber security.</li> </ul>                                                                                      |

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

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

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

The Company's operations involve the processing of personal data of various stakeholders—such as customers, business partners, and employees—across multiple departments. This creates the potential risk of non-compliance with established data protection measures, such as failure to properly notify individuals of privacy policies, obtain valid consent, respond to data subject rights, or handle data breaches effectively. Such lapses could expose the Company to reputational damage and significant financial liabilities in the event of a personal data breach. Given that the Personal Data Protection Act B.E. 2562 (2019) (“PDPA”) came into

full effect on June 1, 2022, the Company recognizes the importance of compliance with the PDPA and related regulations issued by the Personal Data Protection Committee. In response, the Company established a Personal Data Protection Taskforce to develop and implement internal policies and procedures aligned with the PDPA and other applicable regulations. These internal protocols are regularly reviewed and updated to reflect the latest legal and regulatory requirements. Furthermore, a secure data management system has been implemented across the Company and its subsidiaries to mitigate the risk of data leakage and enable timely remediation in the event of a breach. This system allows for the immediate tracking of data origins, associated documents, and responsible personnel in the event of a complaint or claim. The Company also launched an awareness and training program to ensure all employees understand their roles in handling personal data, including data retention, destruction procedures, and how to respond to data subjects' requests for data deletion, correction, or access. In addition, the Company communicates its personal data protection policy and operational practices to business partners and customers, ensuring that collaborative operations are in full compliance with the PDPA and relevant guidelines issued by the Personal Data Protection Committee.

In addition, the Company implements a Consent Management System (CMS) to support its business operations in compliance with the Personal Data Protection Act (PDPA). At present, the Company has adopted the CMS, and the Company's website has been fully integrated with the CMS. The Company manages business processes related to the collection and use of personal data by recording the Record of Processing Activities (RoPA), which enables customers to conveniently submit requests to exercise their rights as data subjects through the "Data Subject Rights" section in the CMS. The Personal Data Protection Team works in collaboration with relevant departments to conduct training for data subjects, data stewards (representatives from each business unit), and users to enhance their understanding of roles, responsibilities, processes, and related systems. This enables the Company to effectively protect the personal data of its customers and stakeholders.

**Consent Form for the Use or Disclosure of Personal Data of Applicants Applying for Employment with PLANB**

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

ด้วยบริษัท แพลน บี มีลีส จำกัด (มหาชน) (บริษัท หรือ แพลนบี) มีความประสงค์ที่จะเก็บรวบรวม ใช้ และเปิดเผย ข้อมูลส่วนบุคคลของข้าพเจ้า เพื่อใช้ในการประเมินศักยภาพในการปฏิบัติงานของข้าพเจ้ากับบริษัท และหรือ บริษัทในเครือในวัตถุประสงค์ตามที่ระบุไว้ใน "นโยบายการคุ้มครองข้อมูลส่วนบุคคล" ของบริษัท

ข้าพเจ้า (ชื่อ-นามสกุล) \_\_\_\_\_ จึงขอให้ความยินยอมในการเก็บรวบรวม ใช้ และเปิดเผยข้อมูลส่วนบุคคลของข้าพเจ้าแก่แพลนบี ดังต่อไปนี้

- ข้อมูลส่วนบุคคลที่มีความอ่อนไหว**  
 ข้าพเจ้า ยินยอมให้บริษัทเก็บข้อมูลส่วนบุคคลที่มีความอ่อนไหวของข้าพเจ้า เพื่อกำหนดค่าจ้างต่อไปนี้
  - เพื่อดำเนินการของระบบประเมินผลสัมฤทธิ์ของงานภายใต้ระบบของกฎหมาย รวมถึง การตรวจประเมินผลการปฏิบัติงาน และตรวจสอบข้อมูลจากบุคคลอ้างอิงที่ผ่านระบบ
 

ยินยอม                       ไม่ยินยอม
  - เพื่อประโยชน์ในการบริหารจัดการภายในองค์กรเกี่ยวกับกระบวนการจ้างงาน เช่น การส่งข้อมูลผู้สมัครหรือ รายงานการสัมภาษณ์ไปยังฝ่ายที่เกี่ยวข้องและผู้มีอำนาจตัดสินใจคัดเลือก กระบวนการภายในเพื่อจัดทำ สัญญาจ้าง รวมถึงกระบวนการบริหารงานบุคคลอื่นๆ
 

ยินยอม                       ไม่ยินยอม
- ข้าพเจ้ายินยอมให้บริษัทดำเนินการเก็บรวบรวมข้อมูลของข้าพเจ้าที่โดยพลการและจากแหล่งอื่นได้ เช่น ข้อมูลงาน จากทางบุคคลอ้างอิงที่ผ่านระบบในแพลตฟอร์มสมัครงานของบริษัท หรือแหล่งข้อมูลสาธารณะอื่นๆ
 

ยินยอม                       ไม่ยินยอม
- ข้าพเจ้ายินยอมให้ บริษัทเปิดเผยข้อมูลส่วนตัวของข้าพเจ้าให้แก่บริษัทในกลุ่มของแพลนบีและบริษัทในเครือ และ บุคคลภายนอก เพื่อกำหนดค่าจ้างและประเมินผลสัมฤทธิ์ของงานของผู้สมัครส่วนบุคคลของบริษัท
 

ยินยอม                       ไม่ยินยอม
- ข้าพเจ้ายินยอมให้บริษัทจะสามารถเก็บข้อมูลส่วนบุคคลของข้าพเจ้าต่อไปเป็นเวลา 2 (สอง) ปี หากบริษัท มีสิทธิในไม่ประสงค์ที่จะว่าจ้างข้าพเจ้าเป็นพนักงานส่วนนี้แล้วแต่อย่างไรก็ตามข้าพเจ้าได้สมัครไว้ ภายหลังจากที่บริษัท มีการรวบรวมข้อมูลต่างๆ ของข้าพเจ้าแล้ว
 

ยินยอม                       ไม่ยินยอม

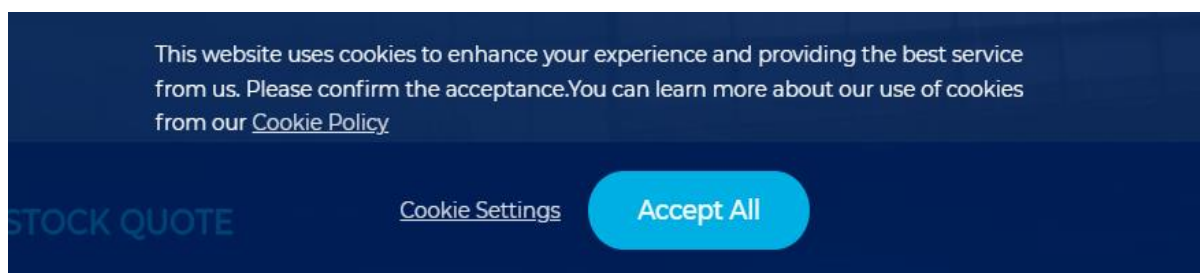
### The Company's Website Cookie Policy

The Company places great importance on user privacy and responsible management of personal data. A **Cookie Policy** has been established on the Company's website to ensure transparency in the collection, use, and storage of data from website visitors. Cookies are used by the Company for the following purposes:

- To enhance the performance of website services and improve the user experience.
- To analyze website user behavior for statistical purposes and tailor content to user preferences.
- To deliver personalized content and advertisements through various digital platforms.

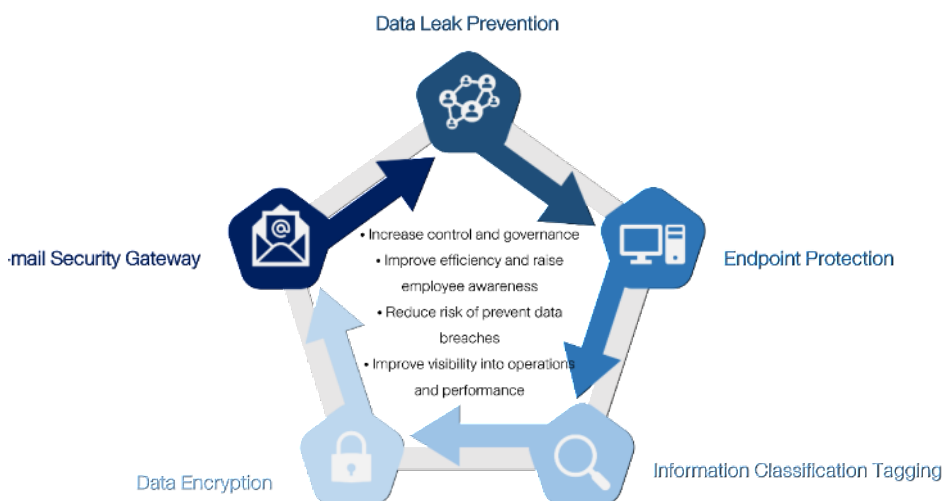
Users can customize their cookie settings according to their preferences—whether to accept all cookies, reject non-essential cookies, or manage privacy preferences through the Consent Management System (CMS) available on the Company's website.

The Company ensures that its cookie practices comply with the Personal Data Protection Act B.E. 2562 (PDPA) by clearly notifying users of the Cookie Policy before any data collection and allowing users to modify their consent settings at any time.



### Ethical Use of Data and Data Leakage Prevention

The Company has implemented a data leakage prevention system to mitigate the risk of data breaches and enhance the efficiency of its information technology infrastructure. At the same time, the Company fosters a culture of responsible data usage by establishing policies and guidelines that promote ethical use of data. Additionally, the Company raises awareness of data protection and communicates IT-related updates through internal newsletters and audits.



## Cyber Security and Customer Privacy Protection

The Company recognizes the critical importance of cybersecurity and the stability of its information network, which face increasing risks from data theft and increasingly complex forms of cybercrime. Such threats can impact not only economic, social, and environmental security, but also the trust and credibility the Company holds with its partners and customers. Furthermore, the Company places a strong emphasis on strict compliance with both domestic and international laws and regulations related to cybersecurity and data privacy, aiming to prevent cyber threats and mitigate the potential impact of data breaches. In response, the Company is committed to operating in full accordance with applicable laws and global standards. It has established comprehensive policies and practices to strengthen overall information security, as outlined below:

### 1. Information Security Policy Development

The Company has established an Information Security Policy that applies to all employees and relevant parties acting on behalf of the Company. This policy serves as a framework to guide the implementation of information security practices that align with applicable legal requirements and regulatory standards. The key components of the policy include:

- The Company's information security structure
- Personnel security and information asset management
- Access control to systems and data
- Data encryption and physical environment management
- Information security incident management
- Business Continuity Management (BCM)

This policy is subject to periodic review and compliance audits conducted by both internal and external auditors to ensure its continued relevance and alignment with regulatory requirements.

**2. Development of Business Continuity Plan and Information System Recovery Plan** to ensure data availability and effective management in the event of disruptions to critical business processes. These plans are essential to maintaining operational readiness and minimizing the impact of unforeseen interruptions.

**3. Cybersecurity Training and Basic Computer Troubleshooting Awareness** for all employees to enhance their knowledge and awareness of cybersecurity, cyber threats, and preventive and remedial measures for fundamental computer issues. **In 2024, the training was conducted online, with a total of 100 participants.**

**4. Plan B places great importance on protecting the privacy of personal data for all stakeholder groups, including customers, employees, business partners, suppliers, and shareholders** The Company has established a Privacy Policy to declare its commitment to protecting personal data in alignment with the Personal Data Protection Act B.E. 2562 (2019). Additionally, the Company provides training on the legal requirements under the Act to raise awareness among employees. Relevant training courses have also been provided to members of the Board of Directors to ensure preparedness and enhance their understanding



ahead of the law's enforcement. PLANB uses customer data strictly for the purposes specified in the Privacy Policy and/or for which consent has been obtained, as required by law.

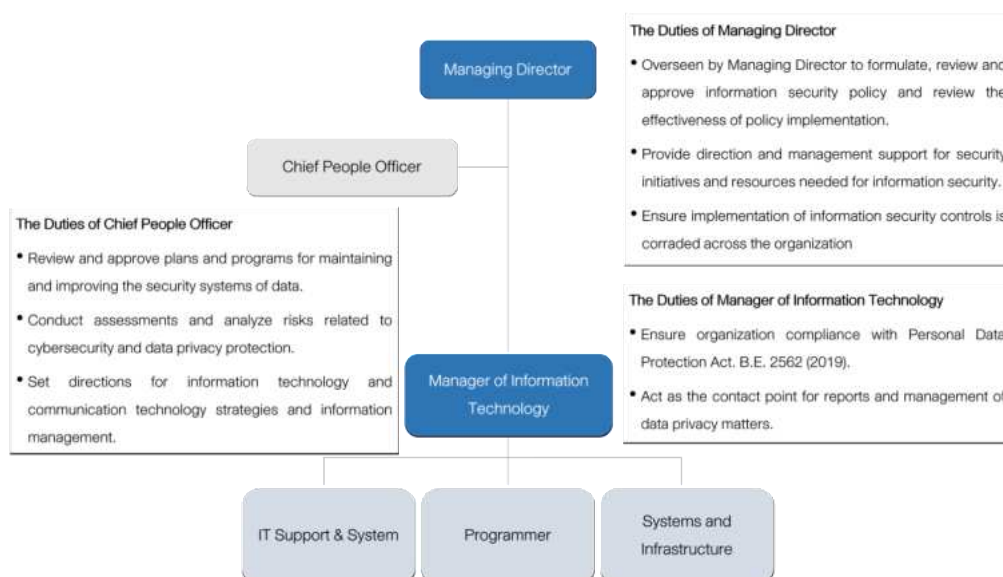
### Data Security Management

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

1. Analysis – By applying systematic risk analysis methods and evaluating risk management plans in an organized manner.
2. Assessment – By integrating risk assessment into project management processes and the business development lifecycle.
3. Control – Risk management methods include risk avoidance, risk transfer, risk reduction, or risk acceptance. In the case of risk reduction, appropriate control measures must be selected and implemented to reduce the risk to an acceptable level.
4. Monitoring – By recording the results of information security risk assessments and control plans, along with conducting periodic and ongoing information security risk evaluations.

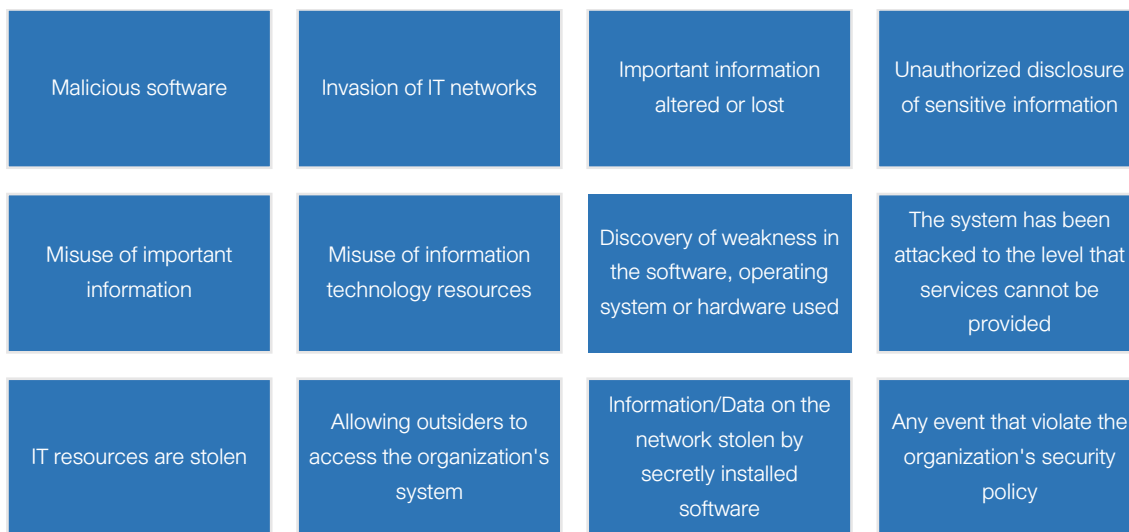
In addition, Plan B has established an Information and Cybersecurity Policy, which applies to all employees and relevant parties acting on behalf of the company. This policy serves as a framework for defining operational guidelines to ensure the company's information security is aligned with applicable regulations and standards. It covers various aspects, including the company's information security structure, personnel-related information security, asset management, access control, data encryption, physical and environmental security, operational and communication security, relationships with external service providers, incident management, and business continuity management. The policy also ensures compliance with relevant requirements and is subject to regular review and continuous compliance audits.

### IT Security and Cyber Security Governance



### Procedures for Security Incidents

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



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

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

### Information Security and Data Privacy Results

The company is committed to continually developing and managing its information security systems. For example, to ensure that data breaches are completely prevented, according to the goal, whether it be data leakage or loss.

| Performance                                                                 | 2022 | 2023 | 2024 |
|-----------------------------------------------------------------------------|------|------|------|
| Number of complaints from external and confirmed by PLANB's internal        | 0    | 0    | 0    |
| Number of complaints from the Corporate Governance Committee                | 0    | 0    | 0    |
| Number of breaches of information security or other cybersecurity incidents | 0    | 0    | 0    |



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

# SOCIAL DIMENSION



## OCCUPATIONAL HEALTH AND SAFETY

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

| Sustainability Target                                                                                                                                             |                                                                                                                     | 2024 Performance                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                                             | Short-term (2025)                                                                                                   |                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>100% of the Company’s operational staff and business partners received safety training by established standards</li> </ul> | <ul style="list-style-type: none"> <li>Conducted annual safety training programs for employees regularly</li> </ul> | <ul style="list-style-type: none"> <li>Policies, procedures, and safety training are developed for the Company’s employees</li> <li>Zero accidents</li> <li>No accidents or injury rates resulting in work stoppages</li> </ul> |
| <ul style="list-style-type: none"> <li>Zero accidents</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>Zero accidents</li> </ul>                                                    |                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Fostered a sustainable safety culture throughout the organization</li> </ul>                                               | <ul style="list-style-type: none"> <li>No accidents or injury rates resulting in work stoppages</li> </ul>          |                                                                                                                                                                                                                                 |

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

PLANB recognizes that responsibility for safety, occupational health, and a positive working environment is a fundamental pillar of the organization’s long-term sustainability and success. As such, the Company is committed to becoming an accident-free organization by prioritizing the well-being of its employees, business partners, and all stakeholder groups. The Company continuously enhances its safety, health, and employee welfare standards across all dimensions, including prevention, monitoring, and rehabilitation. In support of this commitment, Plan B has established a comprehensive Occupational Health & Safety Policy that applies to employees, contractors, business partners, and all stakeholders involved in the Company’s operations.

PLANB has enhanced its occupational health and safety management system to align with international standards and applicable laws and regulations. The Company regularly assesses and prioritizes risks related to its advertising media business through a systematic and structured process, including:

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

The Company encourages employee participation in fostering a safety-first culture through monthly safety meetings and an established incident reporting system for accidents or concerns. Reporters are protected under the Company’s Non-Retaliation Policy, ensuring a truly transparent and safe working environment.

In situations where there is a risk of injury or illness, employees have the right to cease work to prevent harm immediately to themselves or others. Additionally, the Company has implemented a Business





Continuity Plan (BCP) to manage unforeseen incidents in a systematic manner. These practices reflect Plan B’s strong commitment to sustainability, prioritising the highest level of safety and well-being for all individuals involved in its business operations.

The Company has also established comprehensive guidelines to prevent and mitigate occupational health and safety risks in support of its goal to become a Zero Accident Organization. These preventive measures are integrated throughout all stages of operations—ranging from planning and implementation to ongoing monitoring and evaluation—as outlined below:

- 1. Operational Risk Control** The Company implements robust controls to ensure a safe working environment, including the installation of protective equipment, designation of hazardous zones, maintenance of machinery and equipment in operational condition, and regular inspections of work areas. **Potential risks** include workplace accidents, such as slips and falls, entrapment, or impact injuries from machinery, as well as exposure to hazardous materials. Without adequate control measures, these incidents could result in injuries or disruptions to the work of both employees and contractors.
- 2. Use and Maintenance of Personal Protective Equipment (PPE)** All employees and contractors are required to strictly wear personal protective equipment appropriate to their specific job functions, such as reflective vests, safety helmets, gloves, safety glasses, fall protection harnesses, and face masks. The Company also provides regular training on the proper and consistent use of PPE. **Potential risks** Failure to properly use PPE may increase the likelihood of serious accidents, such as eye injuries, respiratory problems, or falls from height, which could adversely impact the health and safety of both employees and business partners.
- 3. Training & Emergency Drill** The Company conducts annual training programs on occupational health and safety to raise awareness and reduce workplace risks. In addition, emergency drills—such as fire suppression drills, fire evacuation exercises, and chemical spill response simulations—are regularly organized to ensure employees and relevant personnel are well-prepared to respond effectively in the event of unexpected incidents. **Potential risks** A lack of regular preparedness and emergency drills may result in employees and business partners being unable to respond promptly to emergencies, potentially leading to injuries, property damage, or adverse environmental impacts.

**Organizing “5S” Activities**

The Company organizes “5S” activities to maintain a safe and hygienic working environment tailored to the specific needs of each department. These activities include awareness campaigns and internal communications designed to promote cleanliness, orderliness, and safety in the workplace.



### Introductory Firefighting Course and Annual Fire Evacuation Drills

The Company provides annual training in basic firefighting and conducts fire evacuation drills to enhance employees' knowledge of safety practices and ensure readiness to respond effectively in emergencies.



### Safety and Basic Electrical Knowledge Training

The Company provides ongoing training on safety and basic electrical knowledge to employees in order to raise awareness about electrical hazard prevention, enhance safe work practices, and promote a safe and sustainable working environment for everyone in the organization.



### Electrical Installation Safety Training

The Company conducts training on safety in electrical equipment installation to ensure that employees possess the necessary knowledge and understanding of proper installation practices by applicable standards. This training helps reduce the risk of potential accidents and promotes safe working practices throughout every stage of the installation process.



### Automated External Defibrillator (AED) Usage Training

The Company provides training on the use of Automated External Defibrillators (AEDs) to equip employees with the knowledge and skills necessary to respond accurately and promptly in cases of cardiac emergencies. This training enhances the chances of survival and fosters a culture of safety, care, and mutual support within the organization.



### Hot Work Safety Training

The Company conducts training on hot work safety to ensure that employees understand the potential risks associated with tasks involving heat and sparks. The training equips them to perform such work safely by appropriate fire prevention and control measures, thereby reducing risks to life, property, and the workplace environment.



### Working at Heights Safety Training

The Company provides training on working at heights to ensure that employees are well-informed about the risks and necessary preventive measures associated with elevated work. The training also emphasizes the correct use of personal protective equipment (PPE) to prevent accidents and promote a safer working environment.



### First Aid and CPR Training

The Company provides training on basic first aid and cardiopulmonary resuscitation (CPR) to equip employees with the skills needed to respond effectively and appropriately in emergencies. This training helps minimize the severity of injuries and increases the chances of survival before professional medical assistance is available.



### Safety Officer Training for Supervisory Level

The Company provides safety officer training for supervisory-level personnel in compliance with legal requirements. The training aims to enhance their knowledge and understanding of workplace safety, enabling supervisors to effectively oversee, monitor, and promote safe work practices within their respective departments.



The Company monitors its safety performance through clear and measurable indicators, such as accident rates, absenteeism due to health-related reasons, and audit reports from both internal and external parties. These data are used to support ongoing planning, improvement, and development of the Company's safety management systems.

## Health, Hygiene, and Safety Risk Prevention and Mitigation Measures

PLANB conducts continuous risk assessments at every stage of work to identify potential factors that may impact the health and safety of employees and relevant stakeholders. Particular attention is given to tasks involving the installation, maintenance, or servicing of advertising media in public spaces, which inherently carry risks related to **physical environmental conditions, working at heights, and exposure to electrical equipment or large structures.**

Based on the findings from these risk assessments, the Company has established tailored preventive measures specific to each group of workers, as outlined below:

### Preventive Measures for Employees

#### 1. Pre-task Hazard Assessment

- Field staff are required to complete a **safety checklist** prior to commencing any task. This includes inspecting the structural stability of signage, identifying electrical sources, and evaluating weather conditions.
- In the event of a high-risk situation, employees have the right to initiate the **“Stop Work Authority”** process to halt work immediately without penalty.

#### 2. Use of PPE Based on Job Type

- For example, when climbing billboard structures on expressways, employees must wear a **safety helmet, full-body harness, anti-slip gloves, and anti-static safety footwear.**
- All employees must undergo annual training on the proper use of PPE.

#### 3. Environmental Control and Risk Notification

- The Company installs **hazard warning signs, work zone barriers, and flashing lights for night work** or tasks performed in public areas such as sidewalks and roadsides.

#### 4. Health and Physical Condition Screening

- Field employees must undergo **annual medical check-ups**, with a focus on vision, blood pressure, and physical fitness, especially for tasks that involve working at heights.
- If any physical limitations are identified, the employee’s duties will be adjusted accordingly without affecting their employment benefits.

### Preventive Measures for Contractors and Business Partners

#### 1. Incorporating Safety Standards into TOR/Contracts

- All projects involving contractors must include a clearly defined **Safety Specification** annexe, outlining requirements such as the use of certified materials, worker-to-area ratios, and mandatory use of personal protective equipment (PPE).

#### 2. Training and Safety Induction Prior to Work Commencement

- All contractors and partner employees are required to undergo **Safety Induction** training before entering the worksite, particularly in high-risk areas such as expressways, train stations, or elevated structures.

- For example, prior to media installation at sports venues, the Company conducts safety briefings highlighting risk zones, restricted areas, and emergency response procedures.

### 3. Joint On-site Inspection and Supervision

- The Company's operations team jointly inspects the worksite with contractors to check for electrical safety, structural integrity of media installations, and proper use of PPE by workers.
- In cases of negligence, the Company reserves the right to issue an immediate stop-work order, which will be recorded in the contractor performance evaluation system.

### 4. Safety Audits and Site Inspections for Critical Suppliers

- Contractors classified as **Critical Suppliers** engaged in field operations must undergo an **on-site safety audit** at least once per year
- If recurring risks or incidents are identified, the Company will jointly develop a **Corrective Action Plan (CAP)** with the contractor to restore compliance and improve safety standards.

## Occupational Health and Safety Indicators

| Key Safety Indicators (Unit: Persons)                          | 2022 | 2023 | 2024 | Target 2025 |
|----------------------------------------------------------------|------|------|------|-------------|
| Number of 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 **2022** to **2024** reflects Plan B's continued commitment to creating a safe working environment for both its employees, contractors, and business partners. **Over the past three years, the Company reported zero cases of work-related injuries resulting in lost time (LTIFR) or injuries requiring medical treatment.**

This achievement is the result of stringent preventive measures, systematic risk assessments, and the promotion of a safety-first culture at all levels of the organization. Plan B has set a clear goal to maintain this record in **2025**, reinforcing its ambition to become a truly sustainable **Zero Accident Organization**.

## HUMAN RESOURCE DEVELOPMENT AND WELL-BEING

(GRI 2-7, 2-19, 401-1, 401-2, 404-1, 404-2, 404-3, 405-1)

| Sustainability Target                                                                                                                    |                                                                                                                                                                                                                                                             | 2024 Performance                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                    | Short-term (2025)                                                                                                                                                                                                                                           |                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Employee engagement rate with the organization is at no less than 90%</li> </ul>                  | <ul style="list-style-type: none"> <li>Employee engagement rate with the organization is at no less than 90%</li> </ul>                                                                                                                                     | <ul style="list-style-type: none"> <li>Employee engagement rate reached 89%</li> </ul>                                                          |
| <ul style="list-style-type: none"> <li>Employee engagement survey response rate at no less than 100%</li> </ul>                          | <ul style="list-style-type: none"> <li>Employee engagement survey response rate of at least 95%</li> </ul>                                                                                                                                                  | <ul style="list-style-type: none"> <li>Employee engagement survey response rate stood at 96%</li> </ul>                                         |
| <ul style="list-style-type: none"> <li>Encouraged increased employee participation in training and skill development programs</li> </ul> | <ul style="list-style-type: none"> <li>Encouraged increased employee participation in training and skill development initiatives</li> </ul>                                                                                                                 | <ul style="list-style-type: none"> <li>All employees underwent performance evaluations and received professional development support</li> </ul> |
| <ul style="list-style-type: none"> <li>Fostered a culture of open and constructive feedback within the organization</li> </ul>           | <ul style="list-style-type: none"> <li>Organized internal activities to promote and strengthen organizational culture</li> <li>100% of employees acknowledged that their Key Performance Indicators (KPIs) aligned with the organization's goals</li> </ul> | <ul style="list-style-type: none"> <li>Average training hours per employee increased by 39% compared to 2023</li> </ul>                         |

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

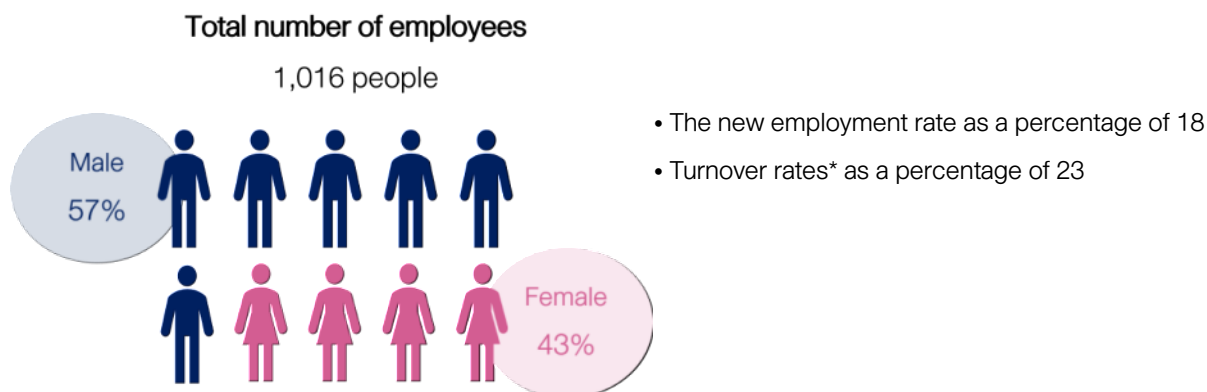
Employee capability development is increasingly recognized as a critical priority for organizations, particularly in an era of rapid transformation driven by technological advancements, evolving consumer behavior, and emerging work models. To remain competitive and resilient, employees must be equipped with the ability to adapt and respond effectively to these ongoing changes.

In response, PLANB places great importance on human capital development at all levels, with a strong focus on enhancing employee potential while fostering a deep sense of engagement with the organization's core values (PLANB Core Value) and brand identity (Brand DNA). This is achieved through the promotion of a corporate culture rooted in the belief in long-term sustainable value.

PLANB has also implemented structured learning and development programs, including Upskill Programs designed for both organizational leaders and employees, to promote continuous learning and capability enhancement. The Company has established a Succession and Career Development Program aimed at identifying and nurturing high-potential talent and future successors. This initiative aligns with defined career paths and supports the internal pipeline of future leaders within the organization.



The Company has set a goal for 100% of key positions to be filled through internal talent selection, with the target to achieve this objective by 2030



*Note: The total number of employees is 1,016, which includes both permanent and contract staff. The employee turnover rate of 23% is attributed to voluntary resignations.*

We believe that creating an attractive work environment, retaining talent, and developing high-potential employees are all essential to Plan B's long-term success. In strengthening our organisational capability, we are committed to unlocking the full potential of our people and empowering them through a supportive work environment—one that ensures their talents are recognised and their achievements are rewarded. Moreover, the Company firmly recognises that listening to the voices of its employees is vital to shaping a stronger and more responsive organisation.

The Company invests in building employee capabilities to drive organisational growth and develop human capital that creates value for society, guided by Plan B's core values: AGILE (Active, Growth, Innovation, Leadership, and Expert). We are committed to being recognised as one of the most desirable employers in the industry, capable of attracting talent across all levels while promoting gender equality in the workplace.

PLANB places strong emphasis on gender equality, supporting career advancement and professional growth based on merit and performance, regardless of gender. In 2024, the Company reported key employment statistics, including workforce composition, new hires, employee turnover, and parental leave, as part of our commitment to transparency and inclusive workplace practices.

### Employee Well-Being and Development

Plan B recognizes that its personnel are the cornerstone of the Company's success and sustainable growth. Accordingly, the Company is committed to the holistic care and development of its workforce, encompassing quality of life, career advancement, and fostering a supportive and enabling work environment. These efforts aim to ensure that all employees are empowered to grow in tandem with the organisation in a stable, progressive, and sustainable manner.



## Key Approaches to Employee Care

- **Fostering a Positive and Inclusive Work Environment**

PLANB places strong emphasis on cultivating a positive workplace culture characterized by collaboration, mutual respect, and overall well-being. All employees are treated equally and without discrimination of any kind—regardless of gender, age, race, religion, or personal beliefs. To strengthen engagement and foster a cohesive organisational culture, the Company regularly organises recreational and team-building activities, as well as organisational development programs. These initiatives are designed to enhance employee engagement and promote active participation in shaping shared goals and the Company's strategic direction.

- **Health and Well-Being Support**

PLANB recognises that the physical and mental well-being of its employees is essential to sustaining productivity and overall organisational performance. To this end, the Company implements a range of holistic health promotion initiatives, including annual health check-up programs and support for personal and family health leave entitlements. In addition, the Company places importance on mental wellness through activities such as stress management training and access to professional mental health counseling services. These efforts reflect Plan B's commitment to fostering a healthy and supportive workplace for all employees.

- **Employee Feedback and Complaint Channels**

The Company has established multiple channels for employees to express their opinions or submit grievances, including an online feedback system, a dedicated email address for complaints and suggestions, and one-on-one meetings with supervisors or the Human Resources Department. All feedback is taken seriously and considered to improve personnel policies and management practices fairly and appropriately continuously.

As part of its ongoing commitment to fostering a supportive and sustainable work environment, Plan B regularly conducts assessments of employee engagement levels. Over the past year, the results demonstrated a remarkable achievement, with an employee engagement score of 89.4 out of 100, exceeding the company's **target**. This outcome reflects employees' trust, satisfaction, and strong sense of belonging within the organization.

These results not only affirm the effectiveness of the Company's human resource management but also underscore the confidence and commitment Plan B has earned from its people, serving as a driving force for the Company's long-term, sustainable growth.



### Evaluation of the Board's Performance

The company has established criteria for annually evaluating the performance of its board members to ensure adherence to good corporate governance practices for registered companies. The evaluation format includes both individual and collective assessments to enhance operational efficiency and effectiveness. Additionally, compensation for company leaders (such as the CEO or equivalent) and board members is aligned with their performance. The results of the board's performance evaluation for 2024 are as follows:

| Individual self-assessment of the committee    |              | Self-assessment of the entire committee   |                              |
|------------------------------------------------|--------------|-------------------------------------------|------------------------------|
| Percentage score                               | <b>98.1</b>  | Average score of individual board members | Percentage score <b>96.2</b> |
| Self-assessment of the Chief Executive Officer |              | Corporate Governance Committee            | Percentage score <b>97.7</b> |
| Percentage score                               | <b>100.0</b> | Nomination and Remuneration Committee     | Percentage score <b>97.7</b> |
| Self-assessment of the Managing Director       |              | Risk Management Committee                 | Percentage score <b>95.7</b> |
| Percentage score                               | <b>100.0</b> | Audit Committee                           | Percentage score <b>94.6</b> |

Note: Additional details of the individual committee member's performance evaluation can be found on page 205.



## MANAGEMENT OF HIGH-POTENTIAL EMPLOYEES

(GRI 404-3)

Recognizing the vital role of human capital in driving sustainable development, Plan B places strong emphasis on effective talent management—including recruitment, motivation, and the retention of high-potential employees. The Company is equally committed to developing employee capabilities through competency-based training programs, mentoring, performance evaluations, and providing broader knowledge to support career advancement and prepare employees for future challenges.

To ensure fairness and transparency in identifying high-potential talent, the Company has established clear selection criteria based on a combination of performance results, potential assessments, and behaviour aligned with corporate values as reflected in KPI evaluations.

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



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

The Company is committed to cultivating and developing talent through competency development programs, on-the-job training, and performance appraisals, creating career advancement opportunities and enhancing problem-solving skills at work. Tailored for each employee, the Company's learning plan encompasses various aspects, including corporate culture, leadership, and competency in roles, duties, and responsibilities.

- **Talent Acquisition and Outreach Initiatives** The Company recruits skilled and knowledgeable personnel through initiatives such as the Employee Referral Program (“Friend Recommending Friend”) to attract candidates who meet the desired profile. Additionally, Plan B collaborates with academic institutions to organise career roadshows, introducing the Company to undergraduate students nearing graduation. To broaden its talent pool, the Company also promotes job opportunities through various channels, including its official website and social media platforms.
- **Talent Development and Empowerment:** Employees with expertise are allowed to demonstrate their capabilities through the Talent Management Program, along with access to development, learning, and career advancement opportunities within the organisation.

- **Succession Planning Program.** This program is designed to prepare potential successors to ensure the seamless continuity of operations in the event a critical position becomes vacant.

**To address business challenges, PLANB has implemented learning and development plans for employees over the past year**

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

**2024 Performance**

Employees who participated in the program and underwent development as planned accounted for 100.0% of the total target group (145 out of 145 target individuals). Progress was monitored quarterly through various development programs such as the Leadership and Business Management Development Program and the Self-learning Program titled "Future Skills Development through Online Master's Degree Courses" from Thammasat University and SkillLane (TUXSA). Upon completing the program, employees will engage in knowledge exchange activities to further enhance their collective experiences, extending beyond knowledge and skill development, and prepare them for growth. Furthermore, the company recognizes the importance of listening to employee feedback for continuous improvement and fostering employee engagement. By organizing management meetings every six months, employees from various departments could engage in candid discussions with senior management and actively express their opinions on collective organizational development.

## EMPLOYEE TRAINING AND DEVELOPMENT

(GRI 404-1, 404-2)

The Company recognises the importance of training employees on legal compliance, regulations, and relevant corporate policies to ensure complete adherence to applicable laws and regulations. Key training programs include safety training for executives, supervisors, and employees, as well as basic fire safety, environmental management systems, first aid, and cardiopulmonary resuscitation (CPR), among other essential skills. In addition, the Company encourages all employees to set personal learning and development goals, with a target of completing at least 20 hours of self-directed learning per person per year. This initiative promotes a lifelong learning culture, reinforcing principles of human rights and sustainable development.

In 2024, the company provided e-learning courses via PLANB Academy Center to gain new skills and earn a certificate of completion to develop executives and employees with high potential; the company also encourages senior executives to attend the Director Certification Program (DCP) training with the Thai Institute of Directors to provide the skills and knowledge of good corporate governance essential for board members to critically improve and continually develop the overall performance of directors lead to effective directorship practices and good business outcomes to all stakeholders.

### Learning and Development Program

The company emphasizes providing opportunities and fostering skill development for employees, including enhancing their abilities to adapt promptly to current circumstances. In the process of skill development, we focus on both refining existing skills and acquiring new ones. In 2024, the company developed numerous training courses covering employees at all levels and various job functions. This enables employees to develop their potential in alignment with their respective scopes of work, as follows:

#### Training Type: Leadership

To equip employees with the ability to manage themselves, work collaboratively with others, and achieve results through effective teamwork

- Leading oneself
- Team collaboration
- Leading with StrengthsFinder

#### Training Type: Business Essential

Enhancing understanding of the business context, work processes, and essential skills required for effective business operations.

- First Day Orientation
- Plan B Business Acumen OOH & Sports
- A.Active with Empathy
- G.Growth Mindset
- Plan B Feedback Culture

- Time Management and Prioritization
- Critical Thinking
- Plan B Performance Culture
- Professional Interview
- Risk Management

**Training Type: Expertise**

Focusing on specialized knowledge to enhance the specific skills and expertise required for each functional area

- Supervisory-Level Occupational Safety Officer
- LDR: Legal Document Request
- Billboard Production & Signboard Tax

**Training Type: DigiTech**

Promoting digital technology skills, the use of digital tools, and cybersecurity awareness

- Cyber Security
- Google Workspace by Tangerine
- AI-First Culture Workshop

**Training Type: Data & Design**

Developing skills in data analysis, data communication, and the creation of compelling presentations

- Data Visualization for Business Insight

**Training Type: Occupational Health and Safety**

Instilling a safety-conscious mindset in the workplace and reducing the risk of accidents

- Safety of Work on Electrical 1
- Safety of Work on Electrical 2
- Working at Heights Safety
- Hot Work Safety
- First Aid & CP
- Basic Fire Fighting and Evacuation Fire Drill



### Learning and Development via PLANB Academy Centre

Plan B Academy Center serves as an e-learning hub designed to support employee career development through access to over 200 courses. These cover a wide range of topics, including leadership, business skills, functional expertise, digital technology, design data, and the AGILE Plan B DNA. The Academy offers a variety of learning channels, such as in-person classroom sessions, live online classes, recorded video lessons, 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.

The Company achieved the following results in employee training and capability development in 2022-2024:

| Number of Training Hours (hours per person) | 2022  | 2023  | 2024  | 2025 Target |
|---------------------------------------------|-------|-------|-------|-------------|
| Overview of all employees                   | 15.83 | 45.80 | 63.68 | > 65.00     |
| Segmentation by job levels                  |       |       |       |             |
| • Executive Level                           | 23.21 | 30.53 | 28.25 | > 35.00     |
| • Supervisor Level                          | 18.58 | 53.14 | 62.59 | > 65.00     |
| • Managerial Level                          | 22.04 | 47.13 | 61.98 | > 65.00     |
| • Operational Level                         | 13.84 | 43.83 | 59.26 | > 65.00     |

NUMBER OF TRAINING HOURS

Employee training hours information

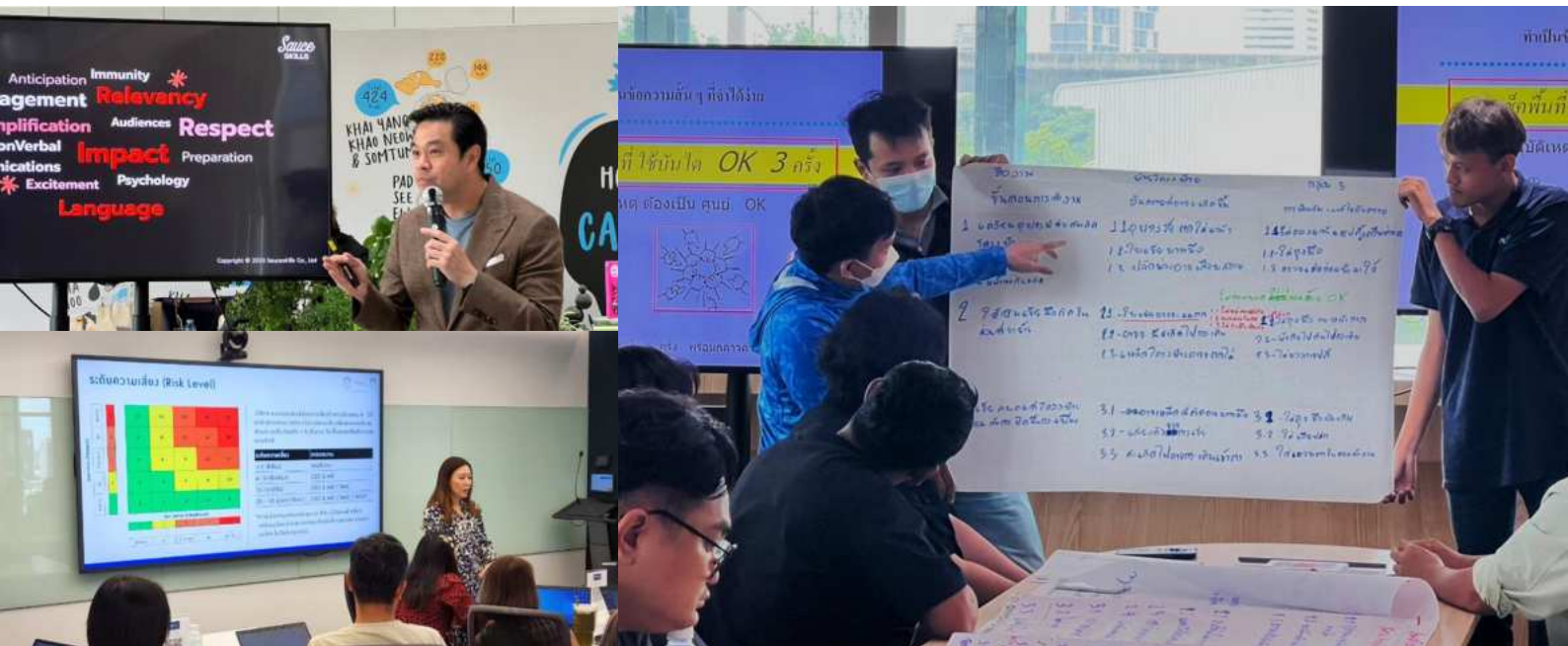
# 60,494

hours

To support and enhance employee learning, the Company has partnered with SkillLane, Thailand’s leading online learning platform. This collaboration enables employees to access learning anytime, anywhere, and from any device, with over 2,300 video-based courses covering a wide range of topics—from work-related content and book summaries to hobbies and life skills. The content is categorized into five key learning groups, as follows:



1. Business Skills Courses
2. Book Summary Courses
3. Hobby and Life Skills Courses
4. Accelerated Video Courses (5-10 minutes)
5. Courses from Thammasat University (TUAXA Program)



## SUCCESSION PLAN

Plan B recognizes that ensuring business continuity and developing future leaders are fundamental to sustainable growth. As such, the Company places great emphasis on building a strong talent foundation through the implementation of a structured Succession Plan. This plan focuses on identifying and developing high-potential employees who possess the capabilities to assume key leadership roles within the organization. The initiative aims to mitigate the risk of leadership gaps and support the long-term growth and resilience of the business.

In 2024, the Company implemented its succession planning framework through the following key steps:

- Identification of Critical Positions
- Assessment of employee potential using the 9-Grid tool, which evaluates individuals based on performance outcomes and growth potential.
- Development planning for successors through the Accelerated Development Plan (ADP) to strengthen critical skills and close competency gaps.

Plan B's succession planning process is structured into three key phases to ensure leadership continuity and long-term organizational strength:

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

To ensure that the succession plan aligns with the Company's vision, values, and organizational culture, Plan B has clearly defined a **Leadership Competency Framework**. This framework is fully integrated into the selection and development processes for potential successors, cultivating leaders who possess the right capabilities and are well-suited to the organisation's unique context. The defined core leadership competencies include:

- Strategic Thinking & Foresight - The ability to take a long-term, big-picture view, anticipate emerging trends, and set the strategic direction of the organization.
- Agile and Transformational Leadership – Demonstrates the ability to drive change effectively in the digital era through adaptive and forward-thinking leadership.
- People Management and Empathy – Communicates effectively, inspires others, and fosters a strong and positive organizational culture.
- ESG and Governance Orientation – Possesses knowledge and understanding of sustainability principles, corporate governance, and responsibilities toward society and the environment.
- Digital Literacy and Innovation Management – Applies technology and innovation to enhance business operations and competitiveness.



- Risk Management and Data-Driven Decision-Making – Makes informed decisions based on data analysis and demonstrates an understanding of multidimensional risk impacts.

The Company has also adopted a Board Skills Matrix as a reference framework to ensure that future leaders possess well-rounded expertise across key disciplines, such as finance, marketing, human resource management, information technology, law, and sustainability. This approach also promotes diversity of thought, enabling the Company to support high-quality, sustainable business growth.

The identification of these competencies forms an integral part of **Sustainable Human Capital Management**, enabling the Company to implement targeted employee development plans, enhance opportunities for career growth, and cultivate capable leaders who are well-equipped to navigate the evolving landscape of the modern business world.



## CEO COMPETENCY FRAMEWORK

The Company places great importance on a comprehensive approach to **selecting its Chief Executive Officer (or equivalent)**, aiming to appoint individuals who possess strategic vision, strong management capabilities, and in-depth business acumen. Additionally, candidates must demonstrate a strong commitment to corporate governance and sustainability values that align with the Company's long-term direction.

Accordingly, the qualifications for the CEO position are defined to encompass a broad range of elements, including core competencies, relevant knowledge and experience, as well as distinctive leadership attributes that reflect the demands of modern executive leadership, as outlined below:

### Core Competencies

| Competency                                    | Description                                                                                                                                                                |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Vision & Foresight                  | Demonstrates the ability to develop long-term strategic direction and accurately forecast trends in the economy, technology, and consumer behaviour                        |
| Transformational & Agile Leadership           | Acts as a transformational leader who drives the organization through rapid change, demonstrating adaptability, resilience, and the capacity to inspire and mobilize teams |
| People & Talent Leadership                    | Excels in people management by developing talent, unlocking team potential, and fostering an effective and sustainable organizational culture                              |
| ESG & Governance Orientation                  | Possesses strong awareness and knowledge of environmental, social, and governance (ESG) issues, with the ability to integrate ESG principles into corporate strategy       |
| Data-Driven Decision Making & Risk Management | Makes data-driven decisions through structured analysis and proactively manages enterprise risks across various dimensions                                                 |
| Innovation & Digital Literacy                 | Understands digital technologies and effectively leverages innovation to enhance business performance and competitiveness                                                  |

### Essential Knowledge & Experience

| Competency                                                        | Description                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Experience in key industries relevant to the Company's operations | Possesses a minimum of 10 years of direct or related experience in the fields of advertising, marketing, or digital media, with a comprehensive understanding of industry dynamics, particularly in Out-of-Home (OOH) media, engagement marketing, and the evolving digital media ecosystem |

| Competency                                                   | Description                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Knowledge of marketing and consumer behaviour                | Demonstrates a strong understanding of brand-building strategies, modern marketing channels, consumer analytics, and the competitive landscape in the digital era                                                                                                             |
| Business Model Insight                                       | Possesses a clear understanding of revenue streams, cost structures, business models, and the value the organization delivers to its customers and partners.                                                                                                                  |
| Proven track record in senior executive leadership positions | Has held a C-level or equivalent executive position—such as Chief Operating Officer (COO), Chief Marketing Officer (CMO), or Chief Financial Officer (CFO)—for a minimum of 5 years, with a demonstrated track record in business expansion or organizational transformation. |
| Corporate Director Role                                      | Demonstrates sound knowledge of the roles and responsibilities of a corporate director, capital market regulations, the management of conflicts of interest, and stakeholder engagement by the principles of the Corporate Governance Code                                    |

#### Distinctive Attributes Reflecting a Future-Ready CEO Mindset

- Demonstrates the courage to make decisions amid uncertainty and the ability to assume appropriate levels of risk.
- Embraces an entrepreneurial mindset with a focus on sustainable, value-driven growth.
- Possesses strong stakeholder engagement capabilities, building and maintaining strategic relationships both within and outside the organization.
- Upholds transparency and integrity, serving as a role model for ethical conduct and reinforcing a positive organizational culture.

#### References and Guiding Frameworks for CEO Selection

The defined qualifications and competencies for the Chief Executive Officer position are aligned with the following standards and best practice frameworks:

- The Company's Board Skills Matrix
- Thailand Corporate Governance Code
- Sustainable Human Capital Management
- GRI Standard 102-24: Nominating and Selecting the Highest Governance Body

This approach reflects the Company's strong commitment to appointing well-rounded, high-potential leaders who are well-suited to the competitive dynamics of the modern business landscape and are fully equipped to drive the organization toward long-term sustainability.

## Examples of Employee Training and Capability Development in 2024

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

#### Background and Significance

The “AI-First Culture” initiative serves as a foundational strategy for driving the organization into the Gen AI era. The program focuses on the systematic integration of Generative AI (Gen AI) into work processes and the broader organisational culture. It aims to empower employees by equipping them with the skills and mindset necessary to harness Gen AI as a collaborative tool, thereby enhancing operational efficiency, fostering innovation, and improving individual and team performance. A key priority of this initiative is to cultivate an open, ethical, and responsible AI culture, encouraging the use of Generative AI in ways that align with the Company’s values and principles. The initiative promotes comprehensive upskilling and knowledge development across all employee levels to ensure adaptability in the face of rapid technological change. In addition, the program emphasises the importance of creating an enabling environment that encourages the experimentation and creative application of Generative AI in all areas of the business, thereby reinforcing the company’s long-term commitment to innovation, digital transformation, and sustainable growth.

#### Program Objectives

1. Enable PLANB employees to understand the importance of AI as a collaborative assistant in the workplace.
2. Provide AI training as the first core skill for 100% of Plan B employees in 2024.

#### Training Format

The employee learning and development program was designed using a Hybrid Learning approach, integrating multiple learning methods to enhance engagement and effectiveness. This included: Onsite Learning, Online Learning and On-ground Learning.

#### Training Objectives

1. Assess the knowledge and understanding of participating employees, with a minimum passing score set at 80%.
2. Achieve a training completion rate of at least 80% of all employees of PLANB and its subsidiaries.

#### Training Impact

1. Training Completion: A total of 931 out of 950 employees of PLANB and its subsidiaries successfully completed the training program, representing a completion rate of 98.00%.
2. Knowledge Assessment: 763 out of 950 employees (or 80.32%) achieved a score exceeding the established benchmark of 80% in the post-training knowledge assessment, demonstrating a solid understanding of the content delivered.

### Examples of Employee Feedback

- “AI helps me gather information and make comparisons more efficiently, significantly reducing time and work steps.”
- “It’s much easier to search for information using AI than through Google.”
- “I use AI to develop sales plans and assist with language translation.”
- “It allows me to work faster and more effectively—it helps save time.”
- “AI supports sales preparation by providing relevant information to help persuade clients.”
- “AI enhances the way I work—it makes everything easier, faster, and more convenient.
- “AI is incredibly versatile. I was amazed by what I learned—our world has advanced so far.”



### Plan B Academy's Recognition of Excellence

Plan B Media Public Company Limited was honoured with the **HR Excellence Awards 2024** in the category of Learning & Development for its outstanding implementation of the “AI-First Culture” initiative. This program focused on fostering a workplace culture where employees are empowered to leverage AI as an effective work assistant, while also enhancing their skills to adapt and thrive in the era of Generative AI.

*“ This award recognises the success of the Plan B Academy team in implementing a modern learning strategy that aligns with future workplace trends. The “AI-First Culture” initiative was recognized for its innovative approach, relevance to business needs, and measurable impact in boosting efficiency and reducing strategic costs. ”*



This achievement marks another significant milestone for Plan B in its journey toward becoming a **Learning Organization**, reinforcing the readiness of its people to drive sustainable business growth in the digital era.

## DIVERSIFY IN THE WORKPLACE

Plan B Media Public Company Limited places strong emphasis on fostering an open and inclusive organizational culture—one that respects individual differences and ensures every employee feels valued and equally engaged. The Company believes that **diversity** is a powerful driver of innovation, creativity, and the long-term sustainable growth of the organization.

### Preparing for an Ageing Society

In response to Thailand's demographic shift toward an ageing society, Plan B recognises the value of experienced professionals and actively supports the continued engagement of individuals at retirement age in the workplace. In the past year, the Company employed four individuals over the age of 60, providing them with opportunities to share their knowledge, experience, and skills with younger generations. This initiative promotes intergenerational learning and enhances age diversity within the organization.

### Promoting Diversity and a Non-Discriminatory Workplace Culture

Plan B is committed to fostering a non-discriminatory organizational culture where all employees are empowered to express their views freely and grow according to their potential—without bias or exclusion based on gender, age, race, religion, disability, sexual orientation, or cultural background.

The Company ensures that LGBTQI+ employees are entitled to equal rights and benefits as all other employees, including sick leave, leave for partner or family care, participation in employee provident funds, and funeral-related benefits, without restriction based on gender or legal status.

### Equal Pay and Career Advancement Opportunities

The Company maintains a compensation policy based on merit and performance, ensuring that remuneration and career advancement are determined by individual capabilities and work outcomes, rather than by gender or personal status. This approach promotes fairness and equity, motivating employees across all groups to achieve their full potential.

### Whistleblowing Channels and Protection Measures

The Company provides accessible channels for reporting incidents of discrimination or workplace misconduct. Employees may file complaints anonymously or directly through their supervisor or the Human Resources Department. Whistleblowers are protected under the Company's corporate governance principles, and all reports are handled through a thorough and fair investigation process. If misconduct is substantiated, the Company will take corrective action, including disciplinary measures and, as appropriate, legal proceedings, to ensure accountability and maintain a safe and respectful work environment.



## EMPLOYEE ENGAGEMENT

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

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

In 2024, the employee engagement survey revealed that 95.9% of employees participated, with 89.4% feeling engaged with the company, surpassing the target value set by the company. Employee engagement is achieved through various channels such as internal emails (PLANB News, HR News) and town halls organized by senior management. This effort resulted in higher satisfaction for PLANB employees in all dimensions, including engagement, leadership, alignment, environment, and benefits.

### Fostering a Culture of Openness Through the Upward & Peer Feedback Survey

The Company recognizes the importance of cultivating a culture of active listening, which serves as a cornerstone for effective human capital development and the creation of an inclusive, transparent, and sustainable workplace environment. To embed feedback as an integral part of the organizational culture at all levels, the Company conducts the Upward & Peer Feedback Survey on an annual basis. This initiative enables:

- Upward Feedback: Employees can provide direct feedback to their supervisor
- Peer Feedback: Colleagues can assess and reflect on one another's behaviours and collaboration
- Leadership Development: Supervisors and executives gain actionable insights to improve team leadership, communication, and workplace engagement

Through this initiative, the Company aims to foster mutual trust and openness, promote learning and personal growth through diverse perspectives, and advance inclusive leadership across the organization.

**Plan-B**

**09.09**  
**FEEDBACK DAY**

เปิดใจรับฟังกัน เรียนรู้จากผู้อื่น  
ด้วยการตอบแบบสอบถาม อีพเวิร์ดและเพียร์ฟีดแบ็ก  
(Upward & Peer Feedback) ประจำปี 2567

**วิธีการ**

- ตอบแบบสอบถามแก่หัวหน้างาน  
1 - 2 คน และเพื่อนร่วมงาน 3 คน
- ช่วงเวลาเปิดรับฟีดแบ็ก  
9 - 27 กันยายนนี้

#PerformanceCenter #PlanBPeople

**Plan-B**

**FEEDBACK DAY**

พนักงานสามารถอ่านรายงาน และดูคะแนนฟีดแบ็ก  
ตามแบบสำรวจ Upward & Peer Feedback 2024  
ได้แล้วที่อินทราเน็ตเมนู **Feedback 2024**

เปิดระบบให้ดูรายงานตั้งแต่วันที่  
ถึงวันที่ 29 พฤศจิกายน 2567

#PerformanceCenter #PlanBPeople

## Employee Engagement and Idea Contributions in Sustainability Initiatives in 2024

### Showcasing Individual AI Implementation Outcomes under the “AI Gemini for Google Workspace by Tangerine”

#### Background and Significance

The Company places great importance on encouraging employee participation and idea-sharing in advancing corporate sustainability. To support this, the “AI Gemini for Google Workspace by Tangerine” initiative was launched as a platform for employees to propose innovative ideas by integrating Generative AI into their work.

#### Objectives of the Sustainability Program

1. Provide a platform for employees to contribute innovative ideas that can be applied to advance or support sustainability initiatives within the organization.
2. Organize activities that promote an innovation-driven organizational culture, enabling employees to present tangible sustainability solutions through creative thinking and collaboration.

#### Structure of the Sustainability Program

1. Communicated the initiative through online channels (e-mail) and training sessions to raise awareness and encourage participation.
2. Organized an event for employees to present individual outcomes of Generative AI adoption, showcasing how AI was applied in their work processes.
3. Collected employee feedback and ideas to evaluate program outcomes in terms of improving work quality and reducing time spent on tasks.

#### Expected Outcomes of the Sustainability Program

1. Encourage employee engagement in developing and presenting new ideas that enhance both work efficiency and the organization’s sustainability efforts.
2. Strengthen employee capabilities in leveraging AI technologies to perform work more efficiently and creatively.
3. Foster a culture of collaboration and innovation by offering employees opportunities to experiment with and evaluate AI tools independently.





## EMPLOYEE WELL-BEING

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

PLANB is committed to supporting the holistic well-being of its employees, encompassing physical, mental, financial, family, and career aspects, through work-life integration. To ensure a safe and supportive environment, the Company provides modern, responsive benefits tailored to today's diverse lifestyles, including:

- **Fair Compensation and Long-Term Financial Benefits:** Inclusive of legally mandated severance pay, a Provident Fund to encourage long-term savings, Social Security Fund for health and essential benefits, and a Funeral Welfare Fund to support employees' families in times of loss.
- **Physical and Mental Health Care:** The Company continuously promotes employee health through programs such as annual health check-ups, comprehensive health insurance, on-site first aid facilities, and fitness facilities, all designed to encourage healthy and balanced lifestyles.
- **Family Support and Quality of Life Benefits:** Includes 45 days of paid maternity leave and 5 days of paid paternity leave, helping employees maintain a healthy balance between work and family responsibilities.
- **Flexible Work Arrangements:** Offers flexible work policies, including flexible working hours, adjustable start times, and options for off-hours work, to support diverse employee needs.
- **Skills Development and Career Growth:** Continuous training and upskilling programs are provided to strengthen employees' capabilities and support their professional advancement.
- **Safe and Inclusive Work Environment:** Ensures a safe, non-discriminatory, and inclusive workplace, where diversity is embraced and all employees feel respected, valued, and empowered.

### Health and Wellness Measures during Seasonal Disease Outbreaks

During periods of seasonal disease outbreaks—such as influenza or dengue fever—Plan B Media Public Company Limited has implemented proactive measures to safeguard employee health through a combination of preventive care and responsive actions, including:

- Annual influenza vaccinations are provided free of charge to all employees
- Increased cleaning and disinfection of high-touch surfaces within office premises
- Health education programs under the campaign “Healthy in All Seasons”, conducted by a medical specialist
- In 2024, over 85% of employees received the seasonal influenza vaccine
- The Company achieved a 10% reduction in sick leave due to seasonal infectious diseases compared to the previous year

In addition, Plan B has established a Welfare Committee in the Workplace, in accordance with the Labour Protection Act, to serve as an employee representative body with the authority to engage in dialogue and negotiate welfare matters with the Company.

## CUSTOMER SATISFACTION

(GRI 401-2, 401-3)

PLANB places great importance on building and maintaining strong long-term relationships with its customers, recognizing that customer behavior, expectations, and needs are constantly evolving due to factors such as technology, economic conditions, social dynamics, and consumer behavior. In response to these changes, the Company continuously adapts and develops a structured Customer Relationship Management (CRM) strategy to effectively retain existing customers and expand its customer base. Therefore, the Company is committed to enhancing the efficiency of its customer relationship management in order to maximize customer satisfaction and deliver a positive customer experience. This approach is also a key strategy in strengthening long-term business growth. Each year, the Company distributes sales team evaluation forms to both direct clients and agency partners. These assessments cover various areas, including knowledge and expertise in Out-of-Home (OOH) media, the Ability to plan media strategies that align with clients' objectives and goals, Problem-solving capabilities, and other relevant criteria. These evaluations are conducted with consideration for market trends and customer relationship dynamics to maintain strong, lasting relationships with both customers and stakeholders. The main objectives are as follows:

- To build long-term trust and customer satisfaction
- To stay responsive to rapidly changing consumer needs and behaviours
- To elevate service standards and create a competitive advantage

The Company distributes customer satisfaction surveys to both Direct and Agency clients, covering various dimensions such as sales-related skills, expertise in Out-of-Home (OOH) media, personal presentation, client communication, and problem-solving abilities. The results from these surveys are analyzed in-depth to identify strengths and areas for improvement across products, services, and operational processes. The goal is to respond effectively to short-term customer expectations while enhancing the overall customer experience in the long term. A summary report is prepared and shared with relevant executives and teams. The Company has utilized these insights to implement service improvements in several key areas, including:

- Enhancing advertising media, packages, and services to better meet customer needs—for example, by designing media placements tailored to target audiences at specific locations and developing technologies that more effectively address client requirements
- Improving internal processes to increase efficiency, responsiveness, and overall service standards.
- Establishing a more structured approach to communication and customer experience through the formation of a Customer Experience Management (CXM) team, which serves as a central unit to oversee customer experience initiatives. This team focuses on deeply understanding customer needs and expectations, while also strengthening the sales team's capabilities by equipping them with the necessary tools and insights to present solutions and deliver superior customer experiences with confidence.

**Customer Satisfaction Score**

| Performance                                                 | 2022 | 2023 | 2024 | 2025 Target |
|-------------------------------------------------------------|------|------|------|-------------|
| Number of customers who have completed satisfaction surveys | 212  | 323  | 372  | 400         |
| Customer Satisfaction Score                                 | 4.65 | 4.67 | 4.81 | 4.90        |

In 2024, the Company set a target customer satisfaction score of 4.70 out of 5.00. The actual performance exceeded expectations, achieving an impressive 4.81, which reflects a strong level of client satisfaction. In-depth analysis revealed that customers were most satisfied in three key areas: employee professionalism and demeanour, transparent and compelling communication, and service expertise and knowledge. The Company is committed to leveraging these satisfaction scores to enhance service quality further and continuously develop the capabilities of the sales team through the following key approaches:

- Development of specialized training programs for the sales team** The Company has designed targeted training curricula focusing on enhancing practical communication skills, accurate customer needs analysis, and professional solution delivery. These programs aim to strengthen the team’s ability to respond swiftly and effectively to evolving customer expectations.
- Establishment of a Feedback Loop between customers and the sales team** The Company has developed a real-time feedback system to collect customer input immediately after service interactions. This data is used for proactive service improvement, as well as to support performance evaluation and individual development planning for more effective and tailored.
- Modernizing training programs in line with market trends** The Company closely monitors consumer behavior and industry developments to regularly update and enhance training curricula, ensuring that employees are well-equipped to respond to customer needs promptly and effectively in a constantly evolving market landscape.

These approaches reflect Plan B’s strong commitment to continuously enhancing the customer experience, while also reinforcing the Company’s dedication to empowering its people as a means to sustain a competitive advantage in the industry over the long term.

**Strategies to Develop Customer Relations to Enhance Customer Satisfaction**



## CUSTOMER FEEDBACK-DRIVEN BUSINESS IMPROVEMENT

PLANB places great importance on leveraging insights from Customer Satisfaction Surveys to enhance service delivery systematically. This approach extends beyond improving employee competencies to refining products, services, and operational processes, effectively meeting the distinct needs of each customer segment. A clear example of this includes:

### 1. Enhancing the media performance reporting process to provide clients with near real-time updates

**Customer Feedback:** Several key clients, particularly from agency groups, expressed the need for fast and transparent reporting on media installation progress and advertising deployment. This is essential for their media planning and executive reporting purposes.

**Improvement Approach:** The Company developed a **near real-time media performance dashboard** that clients can access at any time. The platform provides detailed information, including post-installation photos, the status of each media location, and precise dates and times of media changes, ensuring accuracy and transparency throughout the campaign lifecycle.

**Planned Rollout:** The Company is currently developing the system and engaging in collaborative planning with **key target clients** to ensure that the solution effectively meets real-world usage requirements. This initiative aims to enhance transparency, reduce the burden of information tracking for clients, and improve overall service efficiency in future phases.

### 2. Designing Audience-Based Media Packages Tailored to Specific Target Groups

**Customer Feedback:** Clients in the FMCG and real estate sectors have expressed the need for media packages that effectively reach specific target audiences—for example, women aged 25–35 or private vehicle users in central business districts.

**Improvement Approach:** The Company has developed the “Audience-first Media Package,” guided by behavioural insights from Magnetic Measurement 2.0, which leverages AI technology and CCTV cameras to analyse target audience segments exposed to media. This enables optimal placement design aligned with community behavior patterns.

**Results:** Customers in the target group returned to use the Company’s services, with a repeat purchase rate increasing by over 10% within six months. The Company also received positive feedback for its understanding of consumer insights and effective use of data in media planning.

### 3. Introducing Campaign Performance Summary Reporting Services

**Customer Feedback:** Several clients, particularly those running multi-location and multi-format campaigns, have suggested the need for centralized campaign performance summary reports. These reports would support brand communication analysis and facilitate reporting to senior management.

**Improvement Approach:** The Company is currently developing a value-added service to provide **Campaign Performance Summary** reports for key account clients. These reports will consolidate data from multiple sources—including installation completion status, before-and-after photos, location coverage, audience reach statistics from Magnetic Measurement 2.0, and insights from the sales team—to deliver a comprehensive and strategic performance analysis.

**Implementation Plan:** The initiative is currently in **the pilot phase, with report development underway in collaboration with selected clients in the fast-moving consumer goods (FMCG) sector.** Feedback is being collected to refine the report format before expanding the service more broadly in 2025. This offering is expected to enhance the overall value proposition and differentiate the Company’s services from competitors.

## HUMAN RIGHTS AND LABOUR PRACTICES

(GRI 407-1, 411-1)

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

The company upholds and respects human rights across all aspects of its operations and throughout its entire value chain. We recognize our influence over practices that directly affect the rights of employees within the Group and are therefore committed to protecting human rights in alignment with both national laws and international standards. This includes compliance with the Labour Protection Act B.E. 2541 (1998), the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work. Our commitment also extends to vulnerable stakeholder groups, such as temporary staff, operational employees, and workers employed by our business partners, ensuring that all individuals are treated with fairness and dignity in accordance with human rights principles.

Nevertheless, the company recognizes potential human rights risks that may arise within our value chain or through our business partners. We are committed to closing these gaps and strengthening our approach to human rights across all areas of our operations, regardless of who is affected or where they are situated within the value chain. The company adheres strictly to human rights principles and has zero tolerance for any form of human rights violation. This commitment is clearly emphasized in our Code of Business Conduct and is embedded in our operational practices. At PLANB, human rights protection is a fundamental element of our operations. We place strong emphasis on risk assessment and stakeholder engagement as part of our efforts to identify individuals or groups that may be most at risk. The following are the key human rights principles that PLANB prioritizes:

- Human Rights in Business Operations
- Occupational Health and Safety
- Workplace Environment
- Fair Compensation
- Equal Treatment and Equal Opportunity
- Freedom of Association
- Human Rights Violations by Business Partners
- Rights of Employees with Diverse Gender Identities and Cultural Backgrounds

In our organization, PLANB prioritizes gender equality and equity. We reflect this through gender diversity across all levels of our organisation, from governance bodies to operational levels, as evidenced by our human rights results in 2024. The Company recognizes rights, liberties, equality, justice, and peace. Therefore, everyone should be protected under the principles of human rights. Accordingly, directors, executives, and employees are required to perform the following actions:

- Everyone must act politely and respectfully, in all positions, without violating others' opinions

- Respect fundamental human rights at all levels. Do not discriminate based on race, religion, ethnicity, colour, class, gender, age, physical appearance, language, political opinions, or legally protected characteristics
- Everyone is responsible for upholding the rights and international regulations, which also apply to business partners, to ensure we do not violate human rights.

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

### Human Rights Management

- **Declaration of Human Rights Policy:** The company has established a Human Rights Policy that encompasses employees, business partners, and all stakeholder groups. This policy is integrated into the Company's Code of Business Conduct.
- **Assessment of actual and potential impacts:** The Company conducts human rights risk assessments in accordance with the Human Rights Due Diligence (HRDD) framework, covering both actual and possible risks.
- **Integration of findings and appropriate actions:** Human rights considerations are integrated into the Company's procurement processes, human resource management, and partner selection practices.
- **Monitoring and communicating effectiveness:** The Company monitors human rights impacts and reports the findings to management as well as relevant stakeholders.
- **Remediation of Impact:** The Company provides secure grievance mechanisms along with a whistleblower protection system, as outlined in its Whistleblower Policy.

The Company provides accessible channels for employees and stakeholders to report human rights violations, either verbally or in writing, to their supervisors, the Human Resources Department, or through the whistleblowing channels outlined in the Corporate Governance Manual. Whistleblowers are protected under the Company's Whistleblower Policy. All reports are investigated through a transparent process, and appropriate disciplinary or legal actions are taken in cases where violations are substantiated.

In 2024, the Company conducted online training sessions to enhance employee awareness of fundamental human rights, including key risks and impacts related to human rights throughout the business value chain, such as discrimination and workplace harassment. Employees were also educated on the comprehensive process of human rights risk assessment, the Company's non-discrimination and anti-harassment policies, and its policy on diversity and inclusion. In the event of any human rights violations, stakeholders are encouraged to report incidents or concerns through the Company's designated grievance channels, which will initiate a formal fact-finding and investigation process.

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



## FOSTERING AN ORGANIZATIONAL CULTURE REGARDING HUMAN RIGHTS

(GRI 410-1)

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

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

### Employee Training and Testing on Fundamental Human Rights Knowledge Provide to Employees in 2024

#### “Training and Knowledge Assessment on Business Code of Conduct: Human Rights Subtopic”

##### Background and Significance

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

##### Program Objectives

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

##### Program Format

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

##### Program Goals

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

**Impact**

1. All employees (100%) throughout the organization attended lectures delivered by speakers and/or read documents on business ethics
2. Out of 990 employees, which is 100% of the total workforce, all individuals completed the test according to the criteria and received a total score of 20 points

**Benefits**

The participants are aware of business ethics. All trainees completed the test according to the criteria, scoring the full 20 points (a total of 990 individuals, equivalent to 100% of participants)

**Sample Document**

Business Ethics Policy



Knowledge Assessment Quiz





### Chart of the Human Rights Working Group



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

1. Respect and obey the laws and human rights principles by applying such principles to all stakeholders in all areas where the Company operates on an equal basis, and treat everyone without discrimination, regardless of race, origin, religion, belief, gender, skin colour, language, ethnicity, social status, or any other status.
2. Treat all stakeholders with caution and avoid actions that violate human rights, both directly and indirectly.
3. Regularly monitor, identify, and assess risks and impacts on human rights arising from business activities. Human rights risk assessment is part of sustainability risk assessment (ESG risk) and follows the same process as other risk assessments.
4. Support and promote human rights among all stakeholders in all forms and comply with human rights principles.
5. Communicate, disseminate, and share knowledge about human rights through various communication channels within the Company to promote understanding among all stakeholders and support suppliers in ensuring that their business operations adhere to human rights principles.
6. Oversee compliance with human rights policy by not neglecting or ignoring when witnessing an action that violates human rights related to the Company. Those who witness such actions or those who have been violated should report to their supervisors or notify via the Company's whistleblowing channels according to the Company's Code of Conduct.
7. The Company is committed to providing a remedy to people whom human rights violations have impacted. There are appropriate and effective remedial measures that align with justice and equality principles. The Company also has the policy to treat the complaints to the Company thoughtfully and rigorously by keeping the personal information of the whistleblowers confidential in all cases and by showing empathy to those who have been violated. Suppose the complaint is proven to be true. In

that case, the Company will proceed according to the remedial measures, namely, disciplinary action against offenders to the extent of suspension or termination of employment, taking necessary legal actions, setting guidelines for follow-up, and taking other appropriate actions to prevent a reoccurrence. In the case of force majeure, responsibility must be considered as soon as possible.

The Universal Declaration of Human Rights (UDHR) (UN General Assembly, 1948) outlines fundamental rights to which all individuals are entitled, which are summarised into ten main topics. Many issues fall under the governance responsibility to protect and safeguard human life, such as asylum rights, marriage, and primary education. However, the company can provide some issues to essential stakeholders for our business, and PLANB initiated fundamental human rights activities as follows:

|                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Right to Equal Treatment:</b> Every individual has the right to be treated equally regardless of race, caste, religion, or gender. All individuals must be treated with fairness and dignity, free from all forms of discrimination.</p>            | <p>PLANB provides a religious prayer room. We recognize the importance of providing opportunities for all groups without racial, religious, gender, or cultural bias and respect social equality in all its forms.</p>                                                                                                                       |
| <p><b>Right to Work:</b> This right encompasses the principle of inclusion in employment. Everyone has the right to access work and to perform their job in an environment that supports their health, safety, and productivity.</p>                      | <p>PLANB offers job opportunities for older people and residents. We provide new employment contracts to hire older individuals aged 60 and above, as well as continued employment contracts for those approaching retirement age with PLANB.</p>                                                                                            |
| <p><b>Freedom from Torture and Inhumane Treatment:</b> No individual shall be subjected to torture, cruel, degrading, or inhumane treatment or punishment. This right affirms the inherent dignity of every human being.</p>                              | <p>PLANB Business Code of Conduct: We must treat workers with politeness and respect for their human dignity, listen to their opinions and suggestions that are appropriate and beneficial to the company.</p>                                                                                                                               |
| <p><b>Right to Privacy:</b> Individuals are entitled to protection against unlawful surveillance, intrusion, or interference by governments or organizations. This right safeguards personal data and individual autonomy.</p>                            | <p>PLANB Business Code of Conduct: We must treat workers with politeness and respect for their human dignity, listen to their opinions and suggestions that are appropriate and beneficial to the company.</p>                                                                                                                               |
| <p><b>Freedom of Thought, Conscience, and Expression:</b> Everyone has the right to hold opinions, practice a religion of their choice, and freely change their beliefs. This also includes the freedom to express views without fear of retaliation.</p> | <p>According to the Business Code of Conduct, PLANB must follow all applicable employment laws without discrimination. The Company encourages employees to voice their rights as good citizens under the Constitution. Employees can participate in political activities outside of work hours and engage in company-related activities.</p> |

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



## HUMAN RIGHTS RISK MANAGEMENT WITHIN THE ORGANIZATION AND VALUE CHAIN

The Company recognizes the importance of respecting and promoting human rights at every stage of its business operations—both within the organization and throughout the value chain. Particular attention is given to high-risk groups, including field employees, subcontracted labour, business partners in labour-intensive sectors, and surrounding communities.

To ensure the effective management of human rights risks in alignment with international best practices, the Company adheres to the principles of the UN Guiding Principles on Business and Human Rights (UNGPs), the GRI Standards, and Thailand’s National Action Plan on Business and Human Rights (NAP BHR). The Company has identified key human rights risk issues along with corresponding management approaches. Stakeholder groups classify these risks to enable systematic planning, risk mitigation, and grievance resolution. This structured approach helps ensure that human rights risks are addressed proactively and responsibly across all areas of business operations.

### Human Rights Risks within Own Operations

| Key Human Rights Risk Issues                                                                                                                                  | Stakeholders | Mitigation Measures                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Work in High-Risk Areas (e.g., roadside, elevated construction sites), which may compromise employee safety</li> </ul> | Employees    | <ul style="list-style-type: none"> <li>Provide appropriate safety gear and personal protective equipment (PPE)</li> <li>Establish clear safety guidelines for fieldwork and monitor compliance</li> <li>Conduct regular health and safety inspections</li> </ul>                                                                                       |
| <ul style="list-style-type: none"> <li>Unfair Employment Practices and Inadequate Access to Basic Benefits</li> </ul>                                         | Employees    | <ul style="list-style-type: none"> <li>Comply strictly with labour laws and employment regulations</li> <li>Establish fair compensation and benefits policies</li> <li>Promote internal awareness through regular employee engagement</li> <li>Conduct regular Upward &amp; Peer Feedback Surveys to assess workplace culture and behaviour</li> </ul> |
| <ul style="list-style-type: none"> <li>Discrimination and Lack of Inclusion for Diverse Groups, particularly those with diverse gender identities</li> </ul>  | Employees    | <ul style="list-style-type: none"> <li>Implement and communicate a Diversity &amp; Inclusion Policy</li> <li>Conduct Upward &amp; Peer Feedback Surveys regularly to monitor inclusive behaviour and respect in the workplace</li> </ul>                                                                                                               |

### Human Rights Risks within Value Operations

| Key Human Rights Risk Issues                                                                                                                                        | Stakeholders                        | Mitigation Measures                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Public safety concerns for communities near advertising structure construction sites</li> </ul>                              | Communities                         | <ul style="list-style-type: none"> <li>Inspect and maintain advertising structures regularly to ensure structural integrity</li> <li>Design and implement Health, Safety, and Environmental (HSE) standards to safeguard public safety</li> </ul>                                                                                            |
| <ul style="list-style-type: none"> <li>Violation of labour rights, including excessive working hours, unfair wages, or forced labour in the supply chain</li> </ul> | Partners / Suppliers                | <ul style="list-style-type: none"> <li>Require partners to sign and comply with the Supplier Code of Conduct</li> <li>Conduct ESG risk assessments focusing on key issues such as working conditions, labour rights, fair wages, and legal compliance</li> <li>Monitor and engage suppliers regularly to improve labour practices</li> </ul> |
| <ul style="list-style-type: none"> <li>Violation of personal data privacy rights</li> </ul>                                                                         | Employees / Partners / Stakeholders | <ul style="list-style-type: none"> <li>Enforce a strict Personal Data Protection Policy (PDPA) applicable to all relevant stakeholder groups</li> <li>Conduct regular assessments and training on data privacy compliance</li> </ul>                                                                                                         |

### Approaches to Strengthening the Company's Human Rights Management System

- Provide training on human rights principles to employees, relevant internal departments, and management personnel of business partners.
- Establish an anonymous and impartial grievance system to report human rights concerns safely and confidentially.
- Conduct periodic HRDD with a focus on high-risk groups within the organisation and its supply chain.
- Regularly present human rights risk assessment outcomes to the Executive Committee for oversight and strategic guidance.

These measures reflect the Company's strong commitment to conducting business with respect for human rights across all stakeholder groups. They are aligned with the expectations of society, investors, and business partners, and help lay a solid foundation for long-term sustainable growth.

# INNOVATION FOR CREATING A GOOD EXPERIENCE FOR CUSTOMERS

(GRI 201-1, 201-2, 201-3, 203-1, 203-2)

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

## Magnetic Measurement

The Company has developed an exclusive out-of-home (OOH) media visibility measurement system to enhance clients’ media planning efficiency and facilitate ongoing performance tracking of their media investments. In collaboration with a telecommunications provider, the Company produces monthly visibility reports that help clients assess the effectiveness of media usage. These reports are aggregated and anonymised in accordance with the Personal Data Protection Act (PDPA) and do not compromise individual privacy. The key metrics provided include: Number of Media Impressions (Eyeballs), Audience Reach (Grid Reach), Frequency of Exposure (Frequency), Time Spent in Media Visibility Zones (Dwell Time) and Demographic Insights, such as gender, age, and spending power. This initiative promotes transparency and accountability while fostering data-driven decision-making for advertising campaigns.



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

### Example of Data from Magnetic Measurement Tool



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

**EYEBALLS**

**The number of times people view an out-of-home (OOH) advertising campaign**

This metric is derived by detecting traffic volume and applying AI-driven analysis to classify vehicle types, which are then converted into an estimated number of media impressions.



**REACH**

**The number of individuals exposed to an out-of-home (OOH) advertising campaign**

The data is collected using license plate detection technology, with a de-duplication process to ensure that each vehicle is counted only once within a 24-hour period.



**PROFILING**

**Audience Profile Analysis for Out-of-Home (OOH) Advertising**

The profile of individuals exposed to OOH advertisements is analyzed through the detection of vehicle data across seven key attributes:

- Type of Vehicle
- License Plate Category
- Speed of the Vehicle
- Vehicle Brand
- Vehicle Colour
- Vehicle Classification (e.g., personal, commercial)
- Estimated Vehicle Value



**EXPOSURE TIME**

**The estimated duration that individuals are exposed to an out-of-home (OOH) advertising campaign.**

This is calculated based on the average speed of passing vehicles and the visible distance from which the advertisement can be seen.



# PLANB TV SYNCHRONIZATION

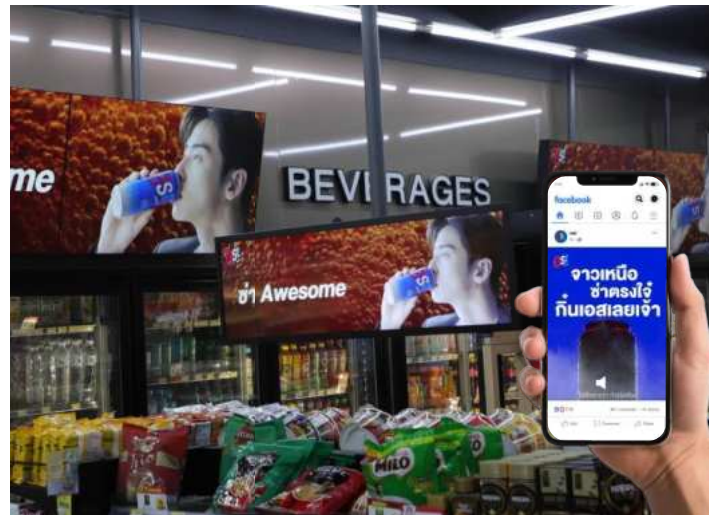
PLANB TV media with advertising in the form of Synchronization simultaneously on all 230 screens across Bangkok to create a brand moment to stand out, mesmerizing the audience and guarantee ad visibility, which can reach target groups comprehensively.



### Omni Activation Journey

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

- **DOOH (Digital out of home)** serves as a communication channel to raise awareness among a large number of consumers about the newly launched "est Cola Cocoa" brand
- Utilizing **Dynamic Social Ads** involves using Facebook and TikTok with messages tailored to users' locations, reinforcing brand recall among consumers
- **Dynamic Retail Ads** at retail points, such as 7-Eleven stores, stimulate consumer desire to purchase products directly from the store. They incorporate visually and audibly captivating elements and utilize playful messages that can be adjusted based on time intervals.



### Bus Live Ads Sync

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







## MEA LET ME CHARGE YOUR AD

The Metropolitan Electricity Authority (MEA) has launched collaborative advertising campaigns with various partner brands, including those in the home appliance and electric vehicle (EV) sectors, through out-of-home (OOH) media. These campaigns aim to convey the message of delivering clean energy and readiness for all forms of electricity usage. The initiative aims to raise public awareness about efficient and sustainable energy consumption, while enhancing the MEA's image as a leader in clean energy and a driving force in transitioning Thai society toward an all-electric future. Partnerships with leading brands also help expand campaign reach to diverse target audiences and promote the adoption of electric products and environmentally friendly technologies in daily life.

## SOCIAL AND COMMUNITY DEVELOPMENT

(GRI 201-1, 203-1, 413-1, 413-2)

Plan B firmly believes that sustainable business growth can only be achieved when it progresses in harmony with the community and society as a whole. The Company is committed to conducting its business in a manner that contributes to the improvement of people's quality of life in every area where its operations are performed. This commitment is guided by the principle of fostering "shared value and social license to operate", with a focus on coexistence in harmony. Plan B leverages its capabilities and resources to create positive impacts and deliver meaningful benefits to the broader society.

**Company's Community and Social Development Strategy** The Company adopts a strategic framework for sustainable community development based on the 3Ps approach, as follows:

### 1. People – Enhancing Quality of Life

- Promote access to information, knowledge, and daily life safety for the public
- Support the empowerment of youth, vulnerable groups, and small entrepreneurs by expanding their social and economic opportunities

### 2. Place – Enhancing Urban Public Spaces and Environment

- Utilize the Company's media and technology to improve urban safety, convenience, and environmental quality—for example, providing traffic updates, PM2.5 air pollution alerts, and public service announcements

### 3. Partnership – Advancing Development through Collaboration

- Collaborate with government agencies, private sector partners, and local communities to implement projects addressing key social challenges such as road safety, environmental sustainability, and education

**Community Engagement Approach** The Company follows a structured approach to community development through the following key steps:

1. **Identification of Business-Related Areas** such as billboard locations, advertising structure installations, and sites for marketing and promotional activities.
2. **Assessment of Community Needs and Impacts** through consultations with local authorities, on-site data collection, and stakeholder feedback mechanisms.
3. **Co-design of Projects and activities** is tailored to the local context, focusing on areas such as road safety, environmental conservation, education, or public health.
4. **Impact Measurement and Stakeholder Communication** via annual reports, internal communications, and local community channels.

## Examples of Concrete Community Development Initiatives

### 1. Smart Traffic Information Display Project

- Installed real-time traffic information systems on selected urban LED billboards to help alleviate traffic congestion and enable more efficient travel planning for the public.
- The system also contributes to reducing carbon emissions caused by traffic jams and helps prevent accidents by minimizing sudden route changes.

### 2. Public Benefit Media Access Project

- Allocated airtime on large-format LED billboards for broadcasting public interest content, such as PM2.5 pollution alerts, official government announcements, and educational documentaries.
- This initiative enhances access to critical information for vulnerable groups, including the elderly and those living in remote areas, who may not have internet access.

### 3. Local SME Promotion through OOH Media

- Provided local small business owners with opportunities to advertise on the Company’s out-of-home (OOH) media platforms at special rates.
- This initiative enables communities to promote their products and services better, thereby supporting grassroots economic development.

## Key Target Groups for Community Development

- Communities surrounding billboard installation areas
- Urban commuters and road users in major cities
- Local entrepreneurs and small and medium-sized enterprises (SMEs)
- Vulnerable groups, such as the elderly, persons with disabilities, and underprivileged youth
- Local government agencies and public interest organizations

## Medium-Term to Long-Term SD Impact Goals

- Enhance the quality of life in at least 20 urban areas where the Company’s media is present
- Create a positive impact on no fewer than 500,000 people annually across communities covered by the Company’s media network
- Allocate no less than 10% of total airtime at each media location for the communication of public interest content





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 launched the **#OOH4PAWS** campaign under the concept "From Billboards to Warm Homes". This initiative is a collaboration between Plan B Media, the Bangkok Metropolitan Administration (BMA), SOS Animal Thailand, Dog's Dream, and more than 18 prominent pet influencers, who joined as key voices to amplify the campaign's message. The campaign aims to help over 2,000 abandoned dogs and cats currently housed at the Prawet Animal Control Centre under the care of the BMA by using the power of out-of-home (OOH) media to raise public awareness about the importance of adopting stray animals and giving them a second chance in loving, permanent homes.

The campaign was executed through an Offline-to-Online (O2O) strategy by showcasing the charm and personalities of adoptable dogs and cats across more than 650 Plan B digital billboards and over 1,200 screens within 7-Eleven stores throughout Bangkok. Each advertisement featured a QR code that allowed interested individuals to instantly begin the adoption process by scanning the code with their mobile devices. In addition, the campaign expanded its reach through social media channels, helping to raise awareness and engage a broader target audience to promote responsible pet adoption on a larger scale.




The **#OOH4PAWS** campaign received an overwhelmingly positive response, achieving outstanding results across multiple platforms. The campaign generated over 1.081 billion impressions (eyeballs) through out-of-home media, recorded more than 1.7 million engagements on social media, and reached an estimated 85 million people. Most notably, the number of animal adoptions from the centre increased by more than 400% compared to regular periods, reflecting the decisive role that advertising media can play in fostering compassion and driving meaningful, sustainable social change.



## PROMOTION OF SOCIAL AND PUBLIC WELFARE

(GRI 201-1, 203-1, 413-1, 413-2, 415-1)

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

| Public Charity                                                                                                                                                                                                                                                                                                                                                                                   | Commonwealth                                                                                                                                                                                                                                                                                                                                  | Education and Sports                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Thammasat University Hospital</li> <li>• Thai Compassion Foundation</li> <li>• Nuntakij Foundation</li> <li>• UNICEF Thailand</li> <li>• Umphang Hospital</li> <li>• Al-Fuqoro Foundation for Orphans and Underprivileged Children</li> <li>• And others</li> </ul>  | <ul style="list-style-type: none"> <li>• Wat Suan Kaew</li> <li>• Wat Chai Chana Songkhram Royal Monastery</li> <li>• Wat Sothonwararam Worawihan</li> <li>• Thung Setthi Community Enterprise Group, Khon Kaen Province</li> <li>• And others</li> </ul>  | <ul style="list-style-type: none"> <li>• The Football Association of Thailand Under the Patronage of His Majesty the King</li> <li>• The Thailand Polo Association</li> <li>• The Thailand Extreme Sports Association</li> <li>• Buriram Hospital</li> <li>• And others</li> </ul>  |



## TALKABLE BUS SHELTER

Plan B continues to promote community engagement in 2024 through the launch of the **"The Talkable Bus Shelter"** project—an innovative initiative designed to advance equal access to public services for people with visual impairments. The project is a collaboration between Plan B Media Public Company Limited and FWD Life Insurance, combining innovative audio technology with inclusive design innovation to create bus shelters that "speak." This initiative reflects the Company's commitment to social inclusion and the use of media infrastructure to enhance urban accessibility for all.

The project has been implemented at 10 key locations across Bangkok, including areas such as the Bangkok School for the Blind, Ramathibodi Hospital, CentralWorld shopping complex, and Chatuchak Park. These installations serve 46 major bus routes, enhancing accessibility for individuals with visual impairments. The initiative was developed based on insights gathered through interviews with visually impaired individuals under the guidance of the Thailand Association of the Blind, as well as statistical data from the Department of Empowerment of Persons with Disabilities, which reports that as of March 31, 2023, there were 184,622 registered visually impaired individuals in Thailand.

### Benefits to Society

- **Promoting Equal Access to Transportation** by enabling visually impaired individuals to accurately identify their intended bus numbers, reducing the risk of missed rides and improving safety in public transportation usage.
- **Improving Quality of Life**, access to employment opportunities, educational institutions, and public services, empowering visually impaired persons to lead more independent, dignified lives.
- **Fostering an Inclusive and Sustainable Society** by embedding the principles of Universal Design, the project helps cultivate a more compassionate, inclusive society that values diversity and supports the coexistence of all individuals.

### Benefits to the Company

- **Enhancing the Attractiveness of Advertising Spaces.** The development of bus shelters equipped with innovation and technology to facilitate persons with disabilities helps enhance the positive image of the location. These bus shelters are differentiated and stand out compared to ordinary media in the market, resulting in the Company being able to increase the occupancy rate of media at Talkable Bus Shelter locations. Furthermore, there is an opportunity to set media selling prices at a premium level, approximately 5–10% higher than standard shelters.
- **Reducing community engagement costs.** Typically, large companies must invest in CSR projects to build their image and maintain community relationships. As this project delivers a tangible impact, it reduces the need for separate, high-cost corporate social responsibility (CSR) initiatives. This allows

the Company to “integrate CSR into its core business model” more efficiently, helping to lower hidden costs and increase the return on investment (ROI) of social activities.

- **Creating opportunities to attract corporate and ESG-focused clients.** Many leading brands place strong emphasis on ESG and seek partners who share similar values. Having a project that generates real social impact serves as a key differentiator and opens doors to new clients, especially those in sectors such as banking, insurance, and consumer goods, who seek to align their campaigns with clearly impactful social issues. This helps expand the Company’s client portfolio and increase revenue from ESG-driven customers.
- **Enhancing corporate image as a CSR leader** A positive public and investor perception of the Company as a socially responsible organization strengthens its goodwill and brand equity, which in turn enhances credibility among business partners and may contribute indirectly to long-term market valuation of the Company.
- **Increasing engagement with communities and stakeholders** Collaborating with government agencies, non-profit organizations, and local communities enables the Company to play a more strategic role with decision-makers and facilitates future partnerships in additional projects. This helps establish a strong and lasting social license to operate in areas where the Company conducts its business.
- **Supporting the Company's sustainability strategy** The project aligns directly with the United Nations Sustainable Development Goals (SDGs)—particularly SDG 10 (Reduced Inequalities) and SDG 11 (Sustainable Cities and Communities). In addition to creating a tangible social impact, the project can be incorporated into the Company’s ESG reporting to attract investors with sustainable or responsible investment criteria.

Building on the outstanding response in its first year, Plan B is committed to continuously expanding and enhancing the "Talkable Bus Shelter" innovation. The Company plans to increase service coverage across more locations, reinforcing its commitment to being an integral part of building a society where everyone can live to their fullest potential.





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**ประสบการณ์การใช้งานป้ายรถเมล์พูดได้**

**80%** เคยได้ยืน หรือทราบถึง "ป้ายรถเมล์พูดได้"

**70%** รู้สึกสะดวก เพราะรู้ว่ารถเมล์ สายไหนกำลังมา ช่วยให้ไม่ขึ้นผิดสาย

**94%** เคยใช้ หรือมีประสบการณ์ กับ "ป้ายรถเมล์พูดได้"

**63%** ช่วยให้ผู้พิการทางสายตา ขึ้นรถเมล์ เองได้ และพืงพาตนเองได้มากขึ้น

**ความรู้สึกในด้านบวกของการมีป้ายรถเมล์พูดได้ คือ**  
"ความสะดวกที่รู้ว่ารถเมล์สายไหนกำลังจะเข้ามา  
ได้เตรียมตัว สดโอกาสการขึ้นรถเมล์ผิดสาย ไม่เสียเวลาคนอื่น และรู้สึกที่ได้พึ่งตัวเอง ไม่เป็นการกวนคนอื่น"

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



## RESPONSIBILITY TOWARDS ADVERTISING AND MEDIA

### CONTENT

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

As a leading Out-of-Home (OOH) media provider, PLANB recognizes that advertising and marketing media have the potential to reach a broad audience and communities. Therefore, PLANB prioritises the oversight and management of content used in advertising to ensure its accuracy, truthfulness, and alignment with applicable legal and ethical standards.

PLANB has established measures and guidelines for advertising practices through its Advertising Content Responsibility Policy, which encompasses ethical standards for advertising and presentation across various media. The company ensures that the content used in advertising across different media platforms is accurate, relevant, truthful, and compliant with applicable laws and regulations.

The Company carefully reviews all advertising content through its Legal Department and relevant internal units to ensure that:

- The content is accurate and not misleading
- It does not exploit or negatively impact vulnerable groups, such as youth
- It does not incite religious or racial conflict, nor contain violent, obscene, or morally inappropriate material
- It does not involve deceptive advertising or intentionally misleading the public

For content that may be sensitive or potentially cause discomfort, the Company requires the inclusion of explicit viewer advisories. This ensures that audiences are appropriately informed and can make an informed decision about whether to engage with the content.

Plan B is firmly committed to the principle that all advertising content must undergo thorough screening and review before publication. The Company explicitly states in its commercial agreements with clients and partners that all content must comply with the Company's guidelines and policies. Should any content be found to be inconsistent with these standards, the Company reserves the right to decline its publication in order to uphold the highest standards of social responsibility.

This robust content governance framework not only mitigates business risk but also strengthens stakeholder trust, contributing to the ethical and sustainable advancement of the advertising industry.



## SUSTAINABILITY PERFORMANCE, RESPONSIBILITY AND COMMUNITY DEVELOPMENT

(GRI 201-1, 203-1, 203-2, 413-1, 413-2)

### Sustainability Index

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

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

### Corporate Responsibility and Community Development

- **Community Investment (Non-Self-Initiated Model)**
  - “Creating Jobs and Livelihoods through Upcycled Vinyl Waste” Project. This initiative transforms old advertising vinyl into practical, reusable products, including bags and household items. It aims to generate income for local communities while reducing waste from the media industry. The project is carried out in collaboration with regional partners, including: Nonthaburi Home for the Destitute, Thung Setthi Community Enterprise, Khon Kaen Province, Pa Pao Thong Village, Udon Thani Province and Srinakharinwirot University
- **Donations and Community Support**
  - Donated advertising media space through various foundations, valued at over 24 million baht
  - Provided financial and in-kind support for volunteer initiatives, sports activities, education programs, and community development projects, with a total contribution of over 27 million baht

**In 2024, the Company received no complaints regarding negative impacts on the community, society, or the environment.**

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

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

## CORPORATE SOCIAL RESPONSIBILITY (CSR)

(GRI 201-1, 413-1)



### Thailand Together As One

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



### Food for Heroes

PLANB provided media space to help publicise the Food for Heroes project, or one box of moral support, to aid Thai doctors and nurses in their fight against the COVID-19 pandemic by delivering high-quality food to hospital personnel who fought the disease on behalf of the Thai people.



### Dissemination of Public Interest News

PLANB provided its advertising space to publicise public interest news during the COVID-19 pandemic, including updates on infection situations. This was intended to help educate the Thai people in preparation for the impending spread of the virus. Additionally, in collaboration with the Thai Red Cross, the Company issued public invitations to promote blood donation during the pandemic, when the Thai Red Cross experienced a nationwide blood shortage crisis in hospitals.



### THB 63 to Fight Covid-19

PLANB, in collaboration with the Thai Red Cross, gave its advertising media space to publicise public interest news, inviting Thai people to donate THB 63 to help others during the pandemic. Additionally, the donated money was used to provide a bag of necessities and freshly cooked food from the mobile kitchen to the Thai Red Cross, helping those affected by the spread of COVID-19.



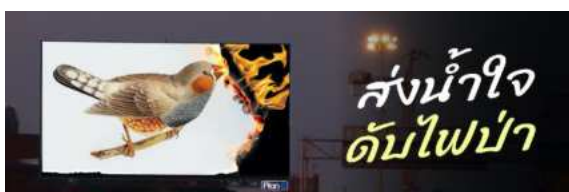
 **The Public Relations Channels for the Thai Red Cross Society**

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



 **Fight Forest Fires... Save Lives**

Due to the smog crisis, Thailand's worst forest fires have caused damage to our forests, wildlife, and public health. Therefore, the Company has shared its media space on to taejai.com website as a channel to promote and offer opportunities for people in the society to donate firefighting equipment to the forest rangers across Thailand to help wildlife and send moral support to the forest rangers in performing their duties to conserve natural resources and environment for Thai people and Thailand.



 **Sharing Happiness with the Elderly**

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



 **PHAK RAN PARN JOR (Shop Promotion Through Screens)**

The Company shared media spaces to help promote SMEs in restaurant, beverage and bakery businesses impacted by the closure and no dine-in policy in the maximum control zones under Shop Promotion Through Screens during the COVID-19 situation (Bangkok, Nakhon Pathom, Nonthaburi, Narathiwat, Pathum Thani, Pattani, Yala, Songkhla, Samut Prakarn, Samut Sakorn). 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 participates in campaigning and disseminating knowledge through PLANB's media screens, a project led by Dr. Kittisak Jatammarat, the head of the Siriraj Breast Centre, and Mrs. Finola Jatammarat, the consultant to the Siriraj Breast Centre. The campaign aims to provide accurate knowledge about breast cancer to Thai women and convey to the public that "every woman has the chance of breast cancer." This is the first campaign of its kind in Thailand and has been ongoing since the year 2550 BE. This campaign features photographs of breast cancer survivors from diverse socioeconomic backgrounds who have volunteered their time to participate in the project. Each photograph conveys a distinct message related to breast cancer.



### Run for Blood 2023

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



### Bird's Turmeric Foundation


The Bird's Turmeric Foundation was established in November 2532 B.E. by Mr. Erwin Groebli, a Swiss national missionary. He encountered a group of street children in the Ramkhamhaeng area of Bangkok and felt sorry for them as they had no shelter. Consequently, he rented a room to provide these children with a place to rest and sleep. Later, as more children joined them, it became necessary to have a more suitable location. This marked the beginning of the establishment of the Bird's Turmeric Foundation, which has continued to operate to the present day.



### SOS Children's Villages Thailand under the Royal Patronage of Her Majesty the Queen

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



 **A New Home for Orphans – Toward Family-Based Care with Baan Nokkamin**

The Company collaborated with the Baan Nokkamin Foundation to promote the Foundation’s efforts in supporting orphans and advancing their access to education. The campaign aimed to raise awareness of the Foundation’s mission and encourage public support for family-based care for orphaned children.



 **HERO – Because Everyone Can Be a Hero**

The Company supported public awareness media for the World Vision Foundation of Thailand to promote its child sponsorship program, encouraging the public to take part in improving the lives of underprivileged children.



 **Thais Care for People with Dementia**

JS100 Radio Station initiated the project “Thais Care for People with Dementia” to promote a compassionate and safe society for individuals living with dementia. Using the Forget-Me-Not flower symbol, the initiative focuses on assisting both Thai and foreign.



 **A Better Tomorrow, Today**

The Company supported advertising media for the campaign “A Better Tomorrow, Today”, organized by UNICEF in celebration of World Children’s Day and National Children’s Day. The campaign aimed to raise awareness and mobilize support for humanitarian assistance to children and families affected by global emergencies—including natural disasters, poverty, pandemics, and malnutrition.





## SOCIAL AND COMMUNITY DEVELOPMENT THROUGH SOCIAL ACTIVITIES

(GRI 201-1, 413-1)



### Smiling Bag

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



### AirAsia Fly to Dream Football Clinic 2020

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



### Donation of 30,000 Sets of Rice and Survival Kits

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



### Initiative blue day: PAI TOR KWAM SUK

Initiative Thailand, led by its CEO - Dr. Sora Kaitkanarat, and BPN Thailand, together with employees and business suppliers such as Plan B Media, PINN SHOP and Mr. Piphat "Top" Apiruktanakorn, organized the Initiative Blue Day to help society and the environment at Fuengfa Pattana community by upcycling unused billboards for renovating homes as well as running workshops on making bags from vinyl billboards to generate additional revenue for the community. All activities aimed to improve the community's

living conditions by introducing creativity and creating job opportunities for residents. The most crucial factor is to generate a stable income from the upcycling of discarded billboards, promoting environmental sustainability that aligns with the Company's mission.



**Sharing Voices from the Heart**

Audiobooks serve as an essential tool to support individuals with visual impairments. Plan B, in collaboration with Vulcan, produced audiobooks to be distributed to the visually impaired through the “Bannalai Online Library” of the Benyalai Library.



**Providing Lunch for Visually Impaired Children**

Recognizing the importance of supporting children with visual impairments, Plan B organized a donation drive for essential goods and hosted a lunch for students at the Bangkok School for the Blind, aiming to contribute to their well-being and development.



**Talkable Bus Shelters**

Plan B, in collaboration with FWD Life Insurance, launched the “Talkable Bus Shelter” initiative, which incorporates innovative smart audio technology to support individuals with visual impairments in navigating public transportation. The project covers a total of 46 routes, enhancing accessibility and promoting inclusive urban mobility.



**Blood Donation: One Gives, Many Receive – Giving the Gift of Life**

Plan B, in collaboration with the Thai Red Cross Society, organized mobile blood donation units at Plan B Tower throughout 2024. A total of four donation drives were held on the following dates:



**Supporting the Elderly and Persons with Disabilities through Essential Supplies**

Plan B has continuously provided essential consumer goods and daily necessities to various foundations and public benefit organizations dedicated to supporting the elderly and individuals



## COMMUNITY COLLABORATION FOR SUSTAINABLE LIVELIHOOD AND INCOME GENERATION

The Company is firmly committed to advancing sustainable community development under the principle of **“Grow Together with Community”**, a key pillar of its sustainability strategy. This approach aims to foster economic opportunities, improve quality of life, and reduce social disparities by leveraging the Company’s core strengths—including its resources, networks, and institutional knowledge—to generate mutual value for both the organization and the communities in which it operates.

To ensure a systematic and measurable approach, the Company has established a **“Sustainable Community Development Framework”** based on the 3C Principle: Community – Capability – Collaboration, as outlined below:



### Community

Support the development of the local economy and promote community capacity-building in each area, with a particular focus on vulnerable groups, including the elderly, persons with disabilities, and low-income individuals, to foster sustainable livelihoods and income generation.



### Capability

Promote skill development, knowledge transfer, and the enhancement of the target group's potential to enable long-term self-reliance. This includes activities such as handicraft training, group management, and product processing initiatives.



### Collaboration

Foster collaboration with strategic partners across the public sector, civil society, academic institutions, community enterprises, and non-governmental organizations to combine efforts and achieve long-term, sustainable impact.

Primary Target Groups of the Initiative Include:

- Elderly persons
- Persons with disabilities
- Community enterprises
- Homeless individuals and low-income populations in rural areas



### “Creating Employment and Livelihood Opportunities through Upcycled Vinyl Waste” Project

Plan B Media recognizes the critical importance of efficient resource utilization and its role in promoting inclusive, grassroots economic development. In line with its commitment to environmental responsibility and community empowerment, the Company implemented the **“Creating Employment and Livelihood Opportunities through Upcycled Vinyl Waste”** project. This initiative aims to repurpose decommissioned vinyl advertising materials into new, value-added products, thereby reducing waste from the advertising industry while simultaneously generating supplementary income and fostering vocational skill development within local communities.

Through this project, used vinyl banners are repurposed and crafted into practical items, including tote bags, reusable fabric pouches, and other everyday products. These items are produced and sold by participating community groups, creating both economic value and sustainable livelihoods.

#### Benefits Derived from the Project

1. **Reduction of Industrial Waste:** Previously discarded vinyl materials, once considered industrial waste, have been repurposed and reused, significantly reducing waste volume. This supports the company’s commitment to sustainable resource management and aligns with the principles of the Circular Economy.
2. **Community Income Generation:** Residents and grassroots economic groups have gained opportunities to generate supplementary income. On average, individuals earn an additional 2,000–3,000 THB per month from producing and selling upcycled vinyl products.
3. **Enhancement of Vocational Skills:** Community members have received training and skill development in areas such as sewing, design, and marketing, thereby strengthening their capacity to pursue sustainable livelihoods in the future.
4. **Strengthening Corporate Image:** This project reflects Plan B’s genuine commitment to conducting business responsibly with respect for environmental and community well-being. It also enhances stakeholder confidence both within and outside the organization.

The project has been implemented through collaboration with various stakeholders, in

- Nonthaburi Home for the Destitute
- Thung Setthi Community Enterprise, Khon Kaen Province
- Pa Pao Thong Village, Udon Thani Province
- Srinakharinwirot University

as well as local partners nationwide. In total, **more than 23,668 square meters** of used vinyl materials have been creatively repurposed under this initiative.



### Quantitative and Social Benefits

- Waste Reduction**      Diverted over 23,668 square meters of vinyl materials from landfill annually
- Job Creation**        Provided supplementary income opportunities for underprivileged individuals, the elderly, and local households
- Value Creation**      Repurposed used vinyl into value-added products—such as bags, fabric totes, and document holders—that can be sold at affordable prices
- Sustainability**        Promoted the principles of the Circular Economy and Eco-design through innovative material reuse and sustainable production practices

### Business Value Creation

- Fostered tangible collaboration between the private sector and local communities
- Enhanced the Company's image as a socially and environmentally responsible organization
- Reduced costs associated with the disposal of operational waste materials
- Created opportunities for future CSR Product Collaborations, such as corporate gifting items for clients



# ENVIRONMENTAL DIMENSION



## ENVIRONMENTAL MANAGEMENT

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

| Sustainability Target                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                      | 2024 Performance                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                                                                                                                                              | Short-term (2025)                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>The Company has established a policy to continuously enhance energy efficiency, setting a corporate target to reduce electricity consumption per unit area by 10% by 2031, compared to the baseline year of 2021</li> </ul> | <ul style="list-style-type: none"> <li>The Company is committed to managing electricity consumption efficiently, particularly in common areas and air conditioning systems. It has set a target to reduce electricity usage by 5% in 2025, compared to the 2024 baseline.</li> </ul> | <ul style="list-style-type: none"> <li>Improved LED display systems from internal operations to broader societal impact. This included upgrades to 8,540 sq m of LED screens used in business operations, as well as enhancements to 141 static advertising panels, covering a total area of 38,232 sq m.</li> </ul>                     |
| <ul style="list-style-type: none"> <li>To manage resources for maximum benefits, the Company reused and developed leftover vinyl or vinyl with expired customer contracts to design valuable items and increase benefits by 10% per year</li> </ul>                | <ul style="list-style-type: none"> <li>Repurposed more than 25,000 square meters of used advertising materials annually for further beneficial use.</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>The Company implemented the Plan B x Coway initiative by providing personal water bottles to employees, aiming to reduce single-use plastic, minimize bottled water waste, and conserve resources. This reflects the Company's commitment to a sustainable and eco-friendly workplace.</li> </ul> |
| <ul style="list-style-type: none"> <li>Achieved the Zero Waste to Landfill goal by maximizing the reintegration of materials into the production process.</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Promoted energy-saving behaviours among employees through training programs and internal awareness campaigns.</li> </ul>                                                                                                                      | <ul style="list-style-type: none"> <li>In 2024, the Company implemented the Care the Bear initiative to reduce greenhouse gas emissions, successfully achieving a total reduction of 7,321 kgCO<sub>2</sub>e.</li> </ul>                                                                                                                 |

The Company recognizes the importance of sustainable natural resource and energy management as a foundation for long-term business operations and for promoting the quality of life of society and the environment as a whole. The Company is committed to integrating ESG principles into its corporate strategy, with a focus on reducing environmental impact through efficient resource utilization, waste reduction, and greenhouse gas emission reduction. The Company has established measurable environmental targets and continuously monitors progress under the supervision of the Board of Directors.



The Company is committed to reducing both direct and indirect impacts from its operations by integrating environmental considerations into its corporate strategy through the establishment of measurable short- and long-term targets. Efforts focus on the following three key areas:

### 1. Energy Reduction and Efficiency Improvement

The Company has replaced lighting systems and advertising displays with energy-efficient alternatives, such as LED lighting and upgraded media screens, to reduce long-term electricity and operational costs. A target has been set to reduce electricity consumption by at least 10% by 2030, compared to the 2021 baseline.

### 2. Waste Reduction and Promotion of Reuse

The Company promotes efficient resource utilization by emphasizing the “Reduce–Reuse–Recycle” approach. It has implemented projects to repurpose used vinyl advertising materials, such as producing bags or using them in community activities. The Company aims to achieve Zero Waste to Landfill by 2027, along with systematic waste separation in office and warehouse areas.

### 3. Greenhouse Gas Emissions Reduction

To address climate change, the Company has begun measuring and monitoring greenhouse gas (GHG) emissions under both Scope 1 and Scope 2. It has set a target to reduce greenhouse gas (GHG) emissions by at least 15% by 2030, compared to the 2024 baseline year. This will be achieved through improved energy efficiency and a transition toward clean energy in the future.

In addition, the Company has defined **the roles of the Board of Directors and C-level executives** in overseeing environmental matters in a systematic manner to manage environmental risks and opportunities, including those related to climate change. This ensures that ESG approaches are effectively integrated into the corporate strategy.

|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Board of Directors</b>        | <ul style="list-style-type: none"> <li>• Approve the strategic direction of the organization in addressing climate-related risks and opportunities, including the establishment of greenhouse gas (GHG) reduction targets</li> <li>• Review and endorse the Company’s environmental and climate risk management plan on an annual basis</li> <li>• Regularly monitor the implementation and progress of climate risk response measures</li> </ul>                                                                                      |
| <b>Risk Management Committee</b> | <ul style="list-style-type: none"> <li>• Identify, analyze, and assess climate-related risks, including physical risks (e.g., natural disasters) and transition risks (e.g., environmental policies or regulations)</li> <li>• Evaluate the linkage between risks and business operations, and propose a risk management plan aligned with the corporate strategy</li> <li>• Monitor and review the level of climate risk, and recommend adaptation or mitigation measures to address potential impacts on key stakeholders</li> </ul> |
| <b>C-level Executives *</b>      | <ul style="list-style-type: none"> <li>• Implement climate risk management policies by integrating them into business planning, operations, and strategic decision-making</li> <li>• Support investments in GHG reduction projects, such as low-carbon technologies</li> <li>• Report progress and performance on climate risk management to the Board of Directors regularly, and propose improvements in response to evolving circumstances and external requirements</li> </ul>                                                     |
| <b>Sustainability Committee</b>  | <ul style="list-style-type: none"> <li>• Propose and drive climate response initiatives, ensuring alignment with the corporate strategy and global trends</li> <li>• Oversee the implementation of climate impact mitigation measures by relevant departments and closely monitor performance</li> <li>• Consolidate and report data on carbon reduction and climate risk management activities to the Board of Directors</li> </ul>                                                                                                   |

\* Note: Mr. Prasong Jarungbenjatham serves as the Chief Accounting and Financial Officer (C-Level) and is a member of the Sustainability Governance Committee of Plan B Media Public Company Limited. He plays a key role in overseeing and effectively managing the Company’s climate-related risks and opportunities.



## ENERGY AND CLIMATE CHANGE MANAGEMENT

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

| Sustainability Target                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                | 2024 Performance                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                                                                                                                                                                                            | Short-term (2025)                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>The Company has set a target to reduce electricity consumption by at least 10% by 2030, compared to the 2021 baseline year, and to increase the adoption of energy-efficient and greenhouse gas-reducing technologies in advertising media across the country.</li> </ul> | <ul style="list-style-type: none"> <li>Reduce electricity consumption from advertising media and office buildings by no less than 5%, compared to the 2024 baseline, through the implementation of LED lighting, improved lighting control systems, and the installation of energy-saving equipment</li> </ul> | <ul style="list-style-type: none"> <li>The upgrade of LED displays, covering a total area of 8,540 square meters, contributed to a reduction of approximately 23.88 tCO<sub>2</sub>e in greenhouse gas emissions.</li> </ul>                                     |
| <ul style="list-style-type: none"> <li>Established a Roadmap toward Net Zero by 2050, with defined short-term, medium-term, and long-term targets, supported by a clear framework for ongoing progress monitoring and regular performance reporting.</li> </ul>                                                  | <ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions from the Company's core activities by at least 5% by 2025.</li> </ul>                                                                                                                                                                   | <ul style="list-style-type: none"> <li>The upgrade of 141 static advertising panels, covering a total area of 38,232 square meters, resulted in an estimated reduction of approximately 117.76 tCO<sub>2</sub>e in greenhouse gas emissions.</li> </ul>          |
|                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Promote energy-saving behaviours among employees through training programs and internal awareness campaigns.</li> </ul>                                                                                                                                                 | <ul style="list-style-type: none"> <li>Participated in the Care the Bear initiative to help drive societal change by reducing greenhouse gas emissions from internal corporate activities, achieving a total reduction of 7,320.88 kgCO<sub>2</sub>e.</li> </ul> |

The Company recognizes the growing urgency of global warming and climate change, which call for swift, collective action to cut greenhouse gas emissions in line with the Paris Agreement. In response, the Company emphasizes environmentally responsible operations and has developed a structured energy and emissions reduction strategy—covering policy, implementation, and performance tracking. This framework aligns with the Sustainable Development Goals (SDGs), GRI Standards, and the Company's long-term goal of achieving Carbon Neutrality and Net Zero emissions.

## Guidelines for Energy and Climate Change Management

The Company has established a standardized environmental management framework in alignment with all applicable laws, regulations, and environmental agreements. This framework emphasises the development of inclusive strategies and actions for conserving natural resources and mitigating climate change risks through collaboration among employees, customers, partners, business allies, communities, and other stakeholders. In addition, the Company **implements efficient electricity management as a key measure to address the escalating challenges of climate change and global warming.**

### Projects for Reducing Energy Consumption during 2019-2023

- **Change the lighting system to LED lamps**

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

The Company acknowledges these issues and aligns its actions with government policies across all fronts. For example, the Company has changed its light bulbs to LED, which have low energy consumption, high luminous efficiency, and absence of UV rays. This transition helped reduce global warming and electricity bills by more than 50% in 2022. Additionally, the Company replaced 4,700 billboard lights from Metal Halide lamps to LED lamps, resulting in a reduction of electricity bills by THB 13,254,000 per year and greenhouse gas emissions by approximately 6,552 kg CO<sub>2</sub>e per year.

- **Encouraged surrounding communities to reduce electricity consumption by donating LED Tube T8 light bulbs in 2023**

- The company donated 1,000 LED Tube T8 bulbs to the Kao Pattana community, replacing fluorescent bulbs with LED Tube T8 bulbs. This resulted in a reduction of greenhouse gas emissions by 54,400 kgCO<sub>2</sub>e.
- The company donated 300 Tube T8 bulbs to the Ruamrat Samakkhi School, replacing fluorescent bulbs with LED Tube T8 bulbs. This resulted in a reduction of greenhouse gas emissions by 16,323 kgCO<sub>2</sub>e.

- **LED Display Improvements**

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

- In 2022, the upgrade of LED displays covering a total area of 1,375 square meters helped reduce fuel consumption for maintenance travel by approximately 100 liters per month, resulting in cost savings of approximately THB 159,600 per year in maintenance and fuel expenses, and a reduction of approximately 3.288 tons of CO<sub>2</sub> equivalent per year.
- In 2023, the upgrade of LED displays covering a total area of 5,246 square meters reduced workforce requirements for maintenance travel, lowering fuel consumption by approximately 300 litres per

month, with cost savings of approximately THB 456,000 per year, and a reduction of approximately 9.88 tons of CO<sub>2</sub> equivalent per year.

- In 2024, the upgrade of LED displays covering a total area of 8,540 square meters further reduced the need for maintenance travel, lowering fuel consumption by approximately 725 litres per month, resulting in annual cost savings of approximately THB 974,400, and a reduction of roughly 23.88 tons of CO<sub>2</sub> equivalent per year.

#### ● Static Advertising Panel Upgrades

In 2024, the Company upgraded 141 static advertising panels, covering a total area of 38,232 square meters. This initiative reduced fuel consumption for maintenance travel by approximately 1,000 litres per month, resulting in cost savings of approximately THB 5,203,200 per year for maintenance and fuel, and achieved a reduction of roughly 117.76 tons of CO<sub>2</sub> equivalent per year.

#### Energy Consumption Statistics

| Energy Consumption                       | Performance |        |        | Target   |           |
|------------------------------------------|-------------|--------|--------|----------|-----------|
|                                          | 2022        | 2023   | 2024   | 2025     | Long-term |
| Total energy consumption (MWh)           | 48,701      | 74,361 | 67,451 | ≤ 65,000 | ≤ 60,000  |
| Growth rate (%)                          | -           | +53.2  | -9.6   | -        | -         |
| Total renewable energy consumption (MWh) | 0           | 0      | 0      | -        | -         |
| Increase (decrease) (%)                  | -           | -      | -      | -        | -         |

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

#### Project Related to the Reduction of Greenhouse Gas Emissions

- Participated in the “Care the Bear: Change the Climate Change” initiative, which promotes carbon reduction from corporate activities such as business travel, meetings, and events.
- Upgraded LED displays covering a total area of 8,540 square meters, which reduced the need for maintenance-related travel, saving approximately 725 litres of fuel per month, lowering maintenance and fuel costs by around THB 974,400 per year, and reducing greenhouse gas emissions by approximately 23.88 tons of CO<sub>2</sub> equivalent per year.
- Upgraded 141 static advertising panels, with a combined area of 38,232 square meters, resulting in reduced fuel use for travel by approximately 1,000 liters per month, annual cost savings of approximately THB 5,203,200, and a greenhouse gas emissions reduction of around 117.76 tons of CO<sub>2</sub> equivalent per year.

#### Greenhouse Gas Emissions Statistics

| Greenhouse Gas Emissions                         | Performance |        |        | Target   |           |
|--------------------------------------------------|-------------|--------|--------|----------|-----------|
|                                                  | 2022        | 2023   | 2024   | 2025     | Long-term |
| Greenhouse gas emissions (tons CO <sub>2</sub> ) | 24,563      | 38,157 | 34,692 | ≤ 31,000 | ≤ 29,000  |
| - Direct GHG (Scope 1)                           | 217         | 849    | 849    | N/A      | N/A       |
| - Indirect GHG from Energy Consumption (Scope 2) | 24,346      | 37,308 | 33,719 | N/A      | N/A       |
| - Other Indirect GHG (Scope 3)                   | N/A         | N/A    | 124    | N/A      | N/A       |

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

### Greenhouse Gas Emissions from Employee Commuting

The Company recognizes the importance of comprehensive environmental impact management, which includes activities related to employees beyond its core business operations. In particular, employee commuting between residences and workplaces is considered a source of greenhouse gas emissions under Scope 3 by the Greenhouse Gas Protocol (GHG Protocol) framework.

In 2024, the Company conducted its first data collection on employee commuting patterns through an internal questionnaire survey. A total of 251 employees participated, representing 25% of those invited to respond. The collected data were analyzed to calculate greenhouse gas emissions, taking into account key factors such as the type of transportation used, average commuting distance per day, number of working days per year, and emission factors based on references from the Thailand Greenhouse Gas Management Organization (TGO).

The assessment results for the year indicated that **employee commuting contributed to total greenhouse gas emissions of approximately 117.7 tons of CO<sub>2</sub> equivalent per year.**

Although the current response rate remains at an initial level, the Company plans to expand data collection to cover a broader group of employees in the following year. This will support more accurate assessments and serve as a vital database for establishing systematic mitigation strategies. This commitment forms part of the Company's ongoing efforts to manage greenhouse gas emissions across the value chain and to operate in a socially and environmentally responsible manner.



### 60 Earth Hour: Switch Off for One Hour to Combat Global Warming

Plan B invited everyone to join forces in protecting the planet by **turning off lights for one hour as part of the global “60 Earth Hour” initiative**, held simultaneously with participants from 190 countries. As part of this effort, Plan B switched off its digital advertising displays on March 23, 2024, from 8:30 p.m. to 9:30 p.m., contributing to a global movement toward a more sustainable future.

This collective action across Bangkok resulted in a reduction of 134 megawatts in electricity demand and a decrease in carbon dioxide emissions by 58.6 tons of CO<sub>2</sub> equivalent, equivalent to the annual carbon sequestration of approximately 5,860 trees (source: Metropolitan Electricity Authority).



A single mature tree can absorb approximately 10 kilograms of carbon dioxide (CO<sub>2</sub>) per year

## The Process of Reducing Greenhouse Gas Emissions within the Organization

### Care the Bear: Change the Climate Change

Plan B Media Public Company Limited recognizes climate change as one of the most critical global challenges and has joined the **“Care the Bear: Change the Climate Change”** initiative by the Stock Exchange of Thailand. The program encourages the business sector to participate in reducing greenhouse gas emissions from internal operations, such as meetings, travel, events, and employee activities. It promotes behavioural change, waste reduction, resource efficiency, and the adoption of environmentally friendly technologies to foster sustainable business practices.



The Company has adopted the principles of the Care the Bear initiative to establish internal **Environmental Practices**, alongside campaigns to raise environmental awareness among employees. These practices include, but are not limited to, the following approaches:

- Reducing the use of paper and single-use plastics
- Conducting online meetings in place of physical travel
- Organizing eco-friendly activities and events
- Efficient energy management within office spaces
- Utilizing digital media to minimize the use of disposable materials

All initiatives are aimed at supporting the following Sustainable Development Goals (SDGs) – Goal 12,:



SDG12: Responsible Consumption and Production



SDG13: Take urgent action to combat climate change and its impacts



SDG17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

### The progress of greenhouse gas reduction through the "Care the Bear" project in 2024



Reduced greenhouse gas emissions by  
7,320.88 KgCO<sub>2</sub>e



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.



## RISK ASSESSMENT FOR CLIMATE CHANGE IN 4 ASPECTS

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

| Risks             | Details                                                                                                                                                                                                                                                                                                                                                                                                              | Impact                                                                                                                                                                                                                                                                                                                                                                                                           | Risk Management Approach                                                                                                                                                                                                                                                                           |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Risks   | <ul style="list-style-type: none"> <li>Ongoing climate change impacts, including greenhouse gas effects, rising temperatures, extreme weather conditions, and shortages of water and raw materials</li> <li>Shifts in target audiences or consumer behaviour, with increasing preference for ESG-focused brands</li> </ul>                                                                                           | <ul style="list-style-type: none"> <li>Damage to the Company's billboards</li> <li>Electricity cost and performance</li> <li>Reputation risk if the Company's billboards used by client brands are damaged by climate change</li> </ul>                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Develop energy-efficient advertising media innovations</li> <li>Communicate the Company's environmental and ESG commitments transparently to stakeholders</li> <li>Adapt corporate strategic plans to align with Net Zero goals</li> </ul>                  |
| Operational Risks | <ul style="list-style-type: none"> <li>Physical impacts, both acute and chronic, from climate change, such as floods and droughts, unpredictable climate conditions and rising temperatures, may cause damage to media infrastructure</li> <li>Challenges in installing or maintaining advertising media in areas vulnerable to natural disasters</li> <li>Service disruptions in disaster-affected areas</li> </ul> | <ul style="list-style-type: none"> <li>Delay in the construction or installation of billboards within the specified period</li> <li>Product management processes, such as maintenance planning for damaged billboards</li> <li>Shortage of personnel</li> <li>Repair costs for damaged advertising media</li> <li>Revenue loss due to business disruption</li> <li>Potential customer dissatisfaction</li> </ul> | <ul style="list-style-type: none"> <li>Regularly assess risk and quality of advertising media</li> <li>Establish a Business Continuity Plan (BCP)</li> <li>Implement real-time monitoring technologies or systems to detect potential disasters affecting out-of-home advertising media</li> </ul> |



| Risks            | Details                                                                                                                                                                                                                              | Impact                                                                                                                                                                                  | Risk Management Approach                                                                                                                                                                         |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial Risks  | <ul style="list-style-type: none"> <li>Changing customer and consumer behaviour/preferences, with increasing awareness of climate change</li> <li>Rising operational and maintenance costs due to climate-related impacts</li> </ul> | <ul style="list-style-type: none"> <li>Reduction in operating revenue</li> <li>Increase in operational expenses</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Utilize energy-efficient systems or technologies to reduce long-term operational costs</li> </ul>                                                         |
| Compliance Risks | <ul style="list-style-type: none"> <li>Risk from changes in climate-related government policies and regulations, including potential non-compliance with laws, contracts, or regulatory requirements</li> </ul>                      | <ul style="list-style-type: none"> <li>The increased cost of modifying various devices within the organization to save electricity costs and reduce greenhouse gas emissions</li> </ul> | <ul style="list-style-type: none"> <li>Regularly monitor regulatory and policy developments</li> <li>Provide employee training on environmental laws and related compliance practices</li> </ul> |

| Opportunities         | Details                                                                                                                                                                                                                          | Impact                                                                                                                                                                                                                                        | Opportunities Management Approach                                                                                                                                                                        |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Products and Services | <ul style="list-style-type: none"> <li>Increase the proportion of products and services that support greenhouse gas emission reduction and are environmentally friendly, particularly for selected product categories</li> </ul> | <ul style="list-style-type: none"> <li>Innovation in the production of billboards and services</li> <li>Enhance the Company's reputation through its billboards or services that promote the reduction of greenhouse gas emissions</li> </ul> | <ul style="list-style-type: none"> <li>Promote environmentally friendly advertising media innovations</li> <li>Assess the environmental impact of new advertising media before implementation</li> </ul> |
| Market                | <ul style="list-style-type: none"> <li>Enhance competitiveness and develop market channels that provide an advantage in climate change-related opportunities</li> </ul>                                                          | <ul style="list-style-type: none"> <li>Channels for advertising the service that reach the audience fast</li> </ul>                                                                                                                           | <ul style="list-style-type: none"> <li>Closely monitor market demand trends related to environmental issues and analyze consumer behaviour</li> </ul>                                                    |

## WATER MANAGEMENT

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

| Sustainability Target                                                                                                                                                                                                                            |                                                                                                                                                                            | 2024 Performance                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                                                                                                                            | Short-term (2025)                                                                                                                                                          |                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>The Company is committed to reducing overall water consumption by 10% by 2031 to support environmental sustainability and mitigate the long-term risk of water scarcity across various sectors</li> </ul> | <ul style="list-style-type: none"> <li>The Company has set a target to reduce water consumption from operations by 5–10% by 2024, compared to the 2021 baseline</li> </ul> | <ul style="list-style-type: none"> <li>The Company’s total water consumption decreased by approximately 1% from the previous year, reaching 492 cubic meters</li> </ul> |
| <ul style="list-style-type: none"> <li>No incidents of water leakage or loss exceeding defined thresholds across all operational areas</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>Enhance the accuracy of water usage measurement and monitoring systems</li> </ul>                                                   |                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Regular maintenance of water systems and consistent quality monitoring</li> </ul>                                                                                                                         |                                                                                                                                                                            | <ul style="list-style-type: none"> <li>The water usage per employee ratio declined to 0.48, down from 0.51 in 2023</li> </ul>                                           |

Climate change has had a profound impact on the availability and quality of natural water sources nationwide. Increasing seasonal variability, irregular rainfall, and more severe droughts have led to uncertainty in water accessibility in many regions. These conditions pose a serious threat to water security not only for households and the industrial sector but also for the operational continuity of businesses.

The Company recognizes that water is a fundamental resource essential to all dimensions of its business operations—including production, service delivery, and daily activities. As such, the Company places the highest priority on the efficient and sustainable management of water resources. This commitment focuses on key areas such as water conservation, reduction of water consumption, optimization of water management processes, and ensuring that discharged water meets environmental standards.

### Water Management Target

The Company has set a short-term water management target for 2024, aiming to reduce water consumption in operational processes by 5–10% through the implementation of efficient water management practices. This includes enhancing the accuracy of water usage measurement and closely monitoring consumption levels to ensure effective resource stewardship.

### Water Management Approach

The Company has implemented the following measures to enhance the efficiency and quality of water usage in accordance with its defined approach:

- Improving Water Efficiency:** Enhance operational processes to maximize water-use efficiency, including monitoring and controlling key water usage points, installing water-saving devices, and

setting internal water use standards for various organizational activities to reduce unnecessary water loss.

- **Water Reuse:** Collect wastewater from production or service processes and treat it through a standardized system. Recycled water is then reused in non-potable activities, such as floor cleaning or equipment washing, to reduce reliance on natural water sources.
- **Responsible Wastewater Management:** Continuously monitor and control the quality of wastewater to ensure compliance with legal standards before discharging it into public water bodies, thereby preventing adverse impacts on ecosystems and nearby communities.
- **Water Risk Assessment and Management:** Monitor risks related to climate change and water scarcity trends, while developing preventive and adaptive measures to ensure business continuity under challenging conditions.
- **Awareness and Engagement:** Promote water conservation awareness among employees through training programs and internal campaigns, encouraging responsible water use at all levels of operation.

Nonetheless, the Company remains committed to the ongoing development and enhancement of its water management practices to align with global changes and the evolving expectations of all stakeholders. These efforts also aim to strengthen the Company's long-term sustainability and business resilience.

### Water Efficiency Promotion Measures

In 2024, the Company adopted a structured water management approach based on Water Stewardship principles, thereby reinforcing its commitment to social and environmental responsibility and minimising the impact on surrounding communities and ecosystems.

The Company has implemented a comprehensive water management strategy encompassing the entire process, from water usage in internal operations to wastewater treatment, quality control, and final discharge into public water sources. Wastewater quality is strictly monitored by accredited third-party laboratories registered with the Department of Industrial Works (DIW) and certified under GLP/DIW standards, ensuring full compliance with environmental regulations. To further improve water efficiency, the Company has introduced the following initiatives and measures:

- Regular maintenance plans for water-related equipment to reduce the risk of malfunction and improve water-use efficiency within the organization
- Replacement of conventional handwash faucets with sensor taps, helping to reduce unnecessary water usage
- Awareness campaigns to foster a water conservation mindset among employees
- Exploration and use of rainwater harvesting systems for alternative purposes, such as plant irrigation

### Water Consumption Statistics

| Water Consumption                   | Performance |      |      | Target |           |
|-------------------------------------|-------------|------|------|--------|-----------|
|                                     | 2022        | 2023 | 2024 | 2025   | Long-term |
| Water consumption (m <sup>3</sup> ) | 360         | 493  | 492  | 480    | 450       |
| Increase (decrease) (%)             | -21%        | +37% | -1%  | -      | -         |

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

## WASTE MANAGEMENT

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

| Sustainability Target                                                                                                                                                                                                       |                                                                                                                                                 | 2024 Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term (2025-2030)                                                                                                                                                                                                       | Short-term (2025)                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Waste management within the Company is carried out under the “Zero Waste to Landfill” approach, to reintegrate as much waste as possible back into the production process</li> </ul> | <ul style="list-style-type: none"> <li>Repurpose expired or surplus vinyl materials from client campaigns for further beneficial use</li> </ul> | <ul style="list-style-type: none"> <li>In 2024, the Company donated 23,688 square meters of used vinyl materials to various organizations and private entities, reducing greenhouse gas emissions by 137.27 tons of CO<sub>2</sub>e and saving approximately THB 118,340 annually in waste disposal costs.</li> <li>The total volume of internal waste generated by the Company was 14 tons</li> <li>Damaged or outdated billboards are disposed of through BMA agencies.</li> </ul> |
| <ul style="list-style-type: none"> <li>Over 25,000 sq m. of used advertising materials are repurposed annually</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>Install waste separation points at source across all major office areas</li> </ul>                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

The Company recognizes its responsibility toward the environment, local communities, and society at every stage of its business operations, particularly in the area of **waste management**, which is considered **a key sustainability issue with both direct and indirect implications** for the Company’s business.

**From a business perspective**, the lack of proper waste management may lead to:

- Legal risks and non-compliance with environmental regulations
- Damage to the Company’s reputation
- Increased long-term operational costs
- Loss of business opportunities from partners that prioritize sustainable development

**From a qualitative perspective**, the Company places a strong emphasis on the efficient management of various types of waste, particularly advertising materials such as used vinyl, which can cause environmental pollution if not disposed of correctly. The Company operates under the principles of **the Circular Economy**, focusing on the “**3Rs**” – **Reduce, Reuse, and Recycle**. The Company is also committed to developing innovations that extend the lifespan of materials and enhance the value of waste, such as transforming used vinyl into bags, fabric totes, or community decorative items. These initiatives not only help reduce waste volume but also promote social initiatives and generate income for local communities.

**Quantitatively**, the Company achieved the following:

- **Reduced use of new vinyl materials by over 15%** through efficient production planning and material reuse

- Recycled more than 12 tons of used advertising materials, equivalent to a reduction of approximately 18 tCO<sub>2</sub>e in greenhouse gas emissions
- Separated over 3 tons of general office waste, which was handled correctly by local authorities, with recyclable materials reintegrated into the circular economy system

Additionally, the Company has installed segregated waste bins across its headquarters and warehouse facilities to ensure proper waste segregation and management. It also manages hazardous and organic waste by the Bangkok Metropolitan Administration's regulations. Furthermore, the Company is exploring the potential to convert organic waste into biogas in the future, as part of its efforts to enhance resource efficiency and promote circular waste utilisation.

This systematic and continuous waste management approach not only helps mitigate environmental impacts, but also enhances the Company's image as a socially responsible organization, thereby strengthening stakeholder confidence over the long term.

### Water Management Guidelines

The Company places importance on energy efficiency and waste reduction in its operations. Additionally, the Company's waste management policy adheres to relevant laws aimed at minimising the negative impact on the community and the environment.

### Project Related to Waste Management

- Waste Sorting

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



**ประกาศฝ่ายอาคาร Plan B Tower**

**พื้นที่ทิ้งขยะ:** แยกขยะก่อนทิ้ง ตามจุดที่บริษัทจัดไว้ให้

**บริเวณโต๊ะทำงาน:**

- ระวังแก้วของเบรคดี: ให้เป็นระเบียบเรียบร้อย
- เก็บเอกสารบนโต๊ะ: ใส่ตู้เก็บเอกสารหรืออีโคโนมิก
- เสียบเก้าอี้ทำงานที่โต๊ะเรียบร้อย
- ถอดปลั๊กไฟหรือปิดสวิตช์ไฟอุปกรณ์เครื่องใช้ไฟฟ้าบนโต๊ะทำงานเมื่อไม่ใช้งาน

**ห้องพยาบาล:** Plan B Tower ชั้น 17 (บริเวณทางเดินไปห้อง IT)

**บริเวณพื้นที่พักผ่อน:** หลังจากการใช้งานที่มุ่งจุดพักผ่อน ให้จัดเก็บเก้าอี้ตามหลังทุกครั้ง

#PlanBTower #PlanBPeople

**การรับประทานอาหาร ที่ Plan B Tower**

บริษัทฯ จัดพื้นที่สำหรับรับประทานอาหาร ขนบ และเครื่องดื่ม ดังนี้

**พื้นที่สำหรับรับประทานอาหาร ขนบ และเครื่องดื่ม**

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

**พื้นที่ทิ้งขยะ:** ทิ้งขยะคัดแยกขยะ ไปจุดที่จัดไว้ให้

ขอความร่วมมือพนักงานทุกท่านช่วยกันรักษาความสะอาด

#PlanBAdminDrivenSupport #PlanBPeople

- **Zero Waste Process – Reduction of Energy Used for the Disposal of Old Vinyl Advertising Billboards**

The Company has adopted a policy to reduce the disposal of vinyl advertising materials through landfilling or incineration, and instead focuses on “upcycling for value creation.” Through collaborations with various agencies and communities, the Company has implemented projects that promote sustainable livelihoods and social benefits. In 2024, a total of 23,688 square meters of vinyl materials were donated, resulting in a reduction of greenhouse gas emissions by 137.27 tons of CO<sub>2</sub>e and waste disposal cost savings of over THB 118,340 per year. The details are as follows:

#### 1. Nonthaburi Home for the Destitute

The Company donated 6,817 square meters of unused vinyl to be repurposed into bags and to support skill development for individuals residing in the Nonthaburi Home for the Destitute.

#### 2. Thung Setthi Community Enterprise, Khon Kaen Province

The Company donated 1,276 square meters of unused vinyl to be upcycled into bags, providing income and livelihood opportunities for the local community. Additionally, Thung Setthi Community Enterprise participated in producing costumes made from upcycled vinyl for contestants in the regional round of Miss Universe Thailand 2024.

#### 3. Srinakharinwirot University

The Company provided 1,440 square meters of unused vinyl for students to design, upcycle, and develop innovative products, as part of academic and creative development programs.

#### 4. Pa Pao Thong Village, Ban Dung District, Udon Thani Province

A total of 12,507 square meters of unused vinyl was donated for agricultural use, such as drying rice or covering straw after harvest, supporting practical needs in local farming.

#### 5. Others

The Company donated an additional 1,630 square meters of unused vinyl to various organizations and communities for reuse and social benefit.

#### Volume of Used Vinyl Repurposed for Value Creation

| Used Billboard Vinyl                  | Performance |        |         |        |        |
|---------------------------------------|-------------|--------|---------|--------|--------|
|                                       | 2019        | 2020   | 2021-22 | 2023   | 2024   |
| Used Billboard Vinyl (sq.m.)          | 14,499      | 13,239 | 5,036   | 18,858 | 23,688 |
| Weight of Used Billboard Vinyl (tons) | 7.25        | 6.62   | 2.52    | 9.30   | 11.83  |

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

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

### Future Waste Management Plan: Zero Waste to Landfill

The Company recognizes the importance of sustainable waste management, particularly the long-term impacts on the environment, local communities, and ecosystems. To address these concerns, the Company plans to implement a Zero Waste to Landfill initiative aimed at maximizing waste utilization and minimizing the volume of waste sent to landfills. As part of this initiative, the Company will establish a comprehensive waste management system, with predefined waste categories and corresponding disposal methods as follows:

- **Recyclable Waste, such as plastic bottles, aluminium cans, and packaging, will be sorted and sent to specialised recycling partners for reintroduction** into the production cycle.
- **Used Paper** will be collected and delivered to certified recyclers for processing into new paper products, thereby reducing the consumption of natural resources.
- **Organic Waste, such as food scraps, leaves, and coffee grounds, will be processed in collaboration with partner networks into organic fertiliser** or renewable energy in the next phase of implementation.
- **Hazardous Waste, such as light bulbs, batteries, and ink cartridges, will be separated and disposed of through certified service providers authorised** by the Department of Industrial Works, to prevent pollution and environmental risks.

### Implementation Support Plan and Project Goals

- Reduce the volume of waste sent to landfill to zero at all primary operational sites
- Install waste separation points at source within office areas and equipment storage facilities
- Conduct employee training to promote understanding and adoption of the 3Rs (Reduce, Reuse, Recycle) principles

### Amount of Waste Statistics

| Amount of Waste                | Performance |      | Target |      |           |
|--------------------------------|-------------|------|--------|------|-----------|
|                                | 2022        | 2023 | 2024   | 2025 | Long-term |
| Amount of waste (tons)         | N/A         | 14   | 14     | 10   | 10        |
| <i>Increase (decrease) (%)</i> | -           | -    | -      | -    | -         |
| - Non-hazardous waste (tons)   | N/A         | 14   | 14     | 10   | 10        |
| - Hazardous waste (tons)       | N/A         | -    | -      | -    | -         |

### Amount of Waste Generated from Advertising Media Production

| Waste Generated from Production | Performance |         | Target  |           |           |
|---------------------------------|-------------|---------|---------|-----------|-----------|
|                                 | 2022        | 2023    | 2024    | 2025      | Long-term |
| Amount of waste (sq.m.)         | 279,010     | 602,741 | 649,917 | ≤ 620,000 | ≤ 600,000 |
| <i>Increase (decrease) (%)</i>  | -           | 116.03  | 7.83    | -         | -         |



The Company also plans to participate in the “Care the Whale” initiative, also known as “Invisible Waste”, a collaborative effort led by the business sector and the Stock Exchange of Thailand. The project aims to reduce greenhouse gas emissions through sustainable waste management under the approach of “Collect–Sort–Manage–Reduce” within the organization. This initiative aligns with the Company’s environmental goals and its long-term ambition to achieve Net Zero Emissions.

## SUSTAINABILITY PERFORMANCE SUMMARY

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

### Governance Dimension

| Indicator                                              | Unit   | Performance |        |        |
|--------------------------------------------------------|--------|-------------|--------|--------|
|                                                        |        | 2022        | 2023   | 2024   |
| Total revenue                                          | THB mn | 6,706       | 8,438  | 9,238  |
| - Out-of-home                                          |        | 5,278       | 6,621  | 7,269  |
| - Engagement                                           |        | 1,312       | 1,744  | 1,869  |
| Marketing                                              |        |             |        |        |
| - Others                                               |        | 116         | 73     | 100    |
| Net profit                                             |        | 686         | 911    | 1,050  |
| Dividend payment                                       |        | -           | 300    | 318    |
| Income tax                                             |        | 209         | 247    | 307    |
| Cash contribution for social and community development |        | 4           | 18     | 27     |
| Assets                                                 |        | 15,462      | 16,245 | 16,680 |
| Liabilities                                            |        | 7,255       | 7,295  | 6,718  |
| Equity                                                 |        | 8,206       | 8,950  | 9,963  |

### Social Dimension

| Indicator                              | Unit       | Performance |      |       | 2025 Target |
|----------------------------------------|------------|-------------|------|-------|-------------|
|                                        |            | 2022        | 2023 | 2024  |             |
| Workforce Diversity within the Company |            |             |      |       |             |
| Total Employees                        | Persons    | 931         | 975  | 1,016 | -           |
| - Total Full-Time Employees            | Persons    | 894         | 952  | 935   | -           |
|                                        | Percentage | 96.0        | 98.0 | 92.0  | -           |
| - Total Contract Employees             | Persons    | 37          | 22   | 81    | -           |
|                                        | Percentage | 4.0         | 2.0  | 8.0   | -           |
| Number of Employees by Gender          |            |             |      |       |             |
| - Male                                 | Persons    | 538         | 561  | 579   | -           |
|                                        | Percentage | 58.0        | 58.0 | 57.0  | -           |
| - Female                               | Persons    | 393         | 414  | 437   | -           |
|                                        | Percentage | 42.0        | 42.0 | 43.0  | -           |



| Indicator                                             | Unit       | Performance |      |      | 2025 Target |
|-------------------------------------------------------|------------|-------------|------|------|-------------|
|                                                       |            | 2022        | 2023 | 2024 |             |
| Number of Employees by Age                            |            |             |      |      |             |
| - Less than 30 years                                  | Persons    | 341         | 327  | 309  | -           |
| - 30-50 years                                         | Persons    | 551         | 608  | 663  | -           |
| - More than 50 years                                  | Persons    | 39          | 40   | 44   | -           |
| Number of Employees by Job Level                      |            |             |      |      |             |
| - Executive Level                                     | Persons    | 25          | 30   | 24   | -           |
| - Supervisor Level                                    | Persons    | 94          | 100  | 229  | -           |
| - Manager Level                                       | Persons    | 164         | 203  | 116  | -           |
| - Operational Level                                   | Persons    | 648         | 642  | 647  | -           |
| New Hires                                             |            |             |      |      |             |
| Number of New Hires                                   | Persons    | 331         | 282  | 172  | -           |
| New Hire Rate                                         | Percentage | 35.6        | 28.9 | 16.9 | -           |
| Employee Turnover                                     |            |             |      |      |             |
| Number of Employees Who Left the Company              | Persons    | 252         | 184  | 215  | -           |
| - Full-Time Employees                                 | Persons    | 231         | 178  | 179  | -           |
| - Contract Employees                                  | Persons    | 21          | 6    | 36   | -           |
| Number of Employees Who Left the Company by Gender    |            |             |      |      |             |
| - Male                                                | Persons    | 131         | 93   | 104  | -           |
| - Female                                              | Persons    | 121         | 91   | 111  | -           |
| Number of Employees Who Left the Company by Age       |            |             |      |      |             |
| - Less than 30 years                                  | Persons    | 93          | 61   | 68   | -           |
| - 30-50 years                                         | Persons    | 153         | 118  | 106  | -           |
| - More than 50 years                                  | Persons    | 6           | 5    | 2    | -           |
| Number of Employees Who Left the Company by Job Level |            |             |      |      |             |
| - Executive Level                                     | Persons    | 5           | 0    | 4    | -           |
| - Supervisor Level                                    | Persons    | 28          | 17   | 17   | -           |
| - Manager Level                                       | Persons    | 57          | 42   | 61   | -           |
| - Operational Level                                   | Persons    | 162         | 125  | 97   | -           |
| Voluntary Turnover Rate                               | Percentage | 27.1        | 18.3 | 21.2 | -           |
| Employees Aged 60+                                    | Persons    | 4           | 4    | 4    | -           |
| Disability Employment                                 | Persons    | 2           | 5    | 7    | -           |
| Employees Eligible for Maternity and Parental Leave   |            |             |      |      |             |
| Employees Eligible for Maternity/Parental Leave       | Persons    | 393         | 414  | 437  | -           |

| Indicator                                                                    | Unit             | Performance |        |        | 2025 Target |
|------------------------------------------------------------------------------|------------------|-------------|--------|--------|-------------|
|                                                                              |                  | 2022        | 2023   | 2024   |             |
| Employees Using Maternity/Parental Leave                                     | Persons          | 4           | 4      | 2      | -           |
| 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    | -           |
| Number of Employees Participating in Development Activities                  | Persons          | -           | 67     | 145    | -           |
| Percentage of Employees Participating in Development Activities              | Percentage       | -           | 90.5   | 100.0  | -           |
| Employee Training                                                            |                  |             |        |        |             |
| Total Training Hours Completed by Employees via Plan B Academy Centre        | Hours            | 14,738      | 41,224 | 60,494 | -           |
| Average Training Hours per Employee Across the Organization                  | Hours per person | 16          | 46     | 64     | 65          |
| Average Training Hours per Employee by Gender                                |                  |             |        |        |             |
| - Male                                                                       | Hours per person | 14          | 38     | 59     | -           |
| - Female                                                                     | Hours per person | 18          | 57     | 74     | -           |
| Average Training Hours per Employee by Job Level                             |                  |             |        |        |             |
| - Executive Level                                                            | Hours per person | 23          | 31     | 28     | -           |

| Indicator                                                               | Unit             | Performance |      |      | 2025 Target |
|-------------------------------------------------------------------------|------------------|-------------|------|------|-------------|
|                                                                         |                  | 2022        | 2023 | 2024 |             |
| - Supervisor Level                                                      | Hours per person | 19          | 53   | 63   | -           |
| - Manager Level                                                         | Hours per person | 22          | 47   | 62   | -           |
| - Operational Level                                                     | Hours per person | 14          | 44   | 59   | -           |
| Employee Engagement within the Organization                             |                  |             |      |      |             |
| Number of Employees Participating in the Employee Engagement Survey     | Persons          | 671         | 790  | 857  | -           |
| Participation Rate in the Employee Engagement Survey                    | Percentage       | 75.0        | 83.0 | 95.9 | -           |
| Employee Engagement Score                                               | Percentage       | 80.0        | 88.0 | 89.4 | -           |
| 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 |        |        | 2025 Target |
|----------------------------------------------------|------------------|-------------|--------|--------|-------------|
|                                                    |                  | 2022        | 2023   | 2024   |             |
| Energy and Climate Change Management               |                  |             |        |        |             |
| Total Energy Consumption within the Organization   | MW               | 48,701      | 72,316 | 67,451 | ≤ 65,000    |
| Energy Consumption per Unit of Revenue             | MW per THB mn    | 7.39        | 8.65   | 7.38   | < 7.00      |
| Use of Renewable Energy                            | MW               | N/A         | N/A    | N/A    | N/A         |
| Total Greenhouse Gas Emissions                     | tCO <sub>2</sub> | 24,563      | 38,157 | 34,693 | ≤ 31,000    |
| Direct Greenhouse Gas Emissions (Scope 1)          |                  |             |        |        |             |
| - Refrigerant Leakage                              | tCO <sub>2</sub> | 217         | 849    | 849    | 800         |
| Indirect Greenhouse Gas Emissions (Scope 2)        |                  |             |        |        |             |
| - Electricity Consumption                          | tCO <sub>2</sub> | 24,346      | 37,308 | 33,719 | ≤ 30,100    |
| Other Indirect Greenhouse Gas Emissions (Scope 3)  |                  |             |        |        |             |
| - Employee Commuting                               | tCO <sub>2</sub> | N/A         | N/A    | 118    | 95          |
| - Office Materials                                 | tCO <sub>2</sub> | N/A         | N/A    | 8      | 5           |
| Water Management                                   |                  |             |        |        |             |
| Water consumption                                  | m <sup>3</sup>   | 360         | 493    | 492    | -           |
| Waste Management                                   |                  |             |        |        |             |
| Total waste quantity                               | Tons             | N/A         | 14     | 14     | 10          |
| - Hazardous waste                                  | Tons             | N/A         | 0      | 0      | 0           |
| - Non-hazardous waste                              | Tons             | N/A         | 14     | 14     | 10          |
| Compliance with Environmental Laws and Regulations |                  |             |        |        |             |
| Number of Non-Compliance Incidents                 | Cases            | 0           | 0      | 0      | 0           |

| Indicator                                     | Unit   | Performance |      |      | 2025 Target |
|-----------------------------------------------|--------|-------------|------|------|-------------|
|                                               |        | 2022        | 2023 | 2024 |             |
| 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           |

### The Average Score of the Evaluation of the Committee's Performance

| Board of Directors                                                        | 2024 Performance |
|---------------------------------------------------------------------------|------------------|
| <b>Evaluation of the performance of the committee's duties as a group</b> | <b>96.2</b>      |
| Corporate Governance Committee                                            | 97.7             |
| Nomination and Remuneration Committee                                     | 97.7             |
| Risk Management Committee                                                 | 95.7             |
| Audit Committee                                                           | 94.6             |
| <b>Individual Committee Member Performance Evaluation</b>                 | <b>98.1</b>      |
| Vice Chairperson (Ph.D. Pennapha Dhanasarnsilp)                           | 95.5             |
| Chief Executive Officer (Mr. Palin Lojanagosin)                           | 100.0            |
| Managing Director (Ph.D. Pinijsorn Luechaikajohnpan)                      | 100.0            |
| Independent Director (Mr. Mana Jantanayingyong)                           | 97.7             |
| Independent Director (Mrs. Monluedee Sookpantararat)                      | 100.0            |
| Director (Mr. Arnon Porndhiti)                                            | 97.7             |
| Director (Mr. Prasong Jarungbenjatham)                                    | 95.5             |



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DOCUMENTS**



## GRI CONTENT INDEX

(GRI 1)

| GRI Standards                                | Indicators                                                                  | Page Number                                                                                                  | SDG Goal |
|----------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|----------|
| GRI 2: General Disclosures                   |                                                                             |                                                                                                              |          |
| The organization and its reporting practices |                                                                             |                                                                                                              |          |
| Disclosure 2-1                               | Organizational details                                                      | 11 – 28                                                                                                      |          |
| Disclosure 2-2                               | Entities included in the organization's sustainability reporting            | 5                                                                                                            |          |
| Disclosure 2-3                               | Reporting period, frequency and contact point                               | 5                                                                                                            |          |
| Disclosure 2-4                               | Restatements of information                                                 | 5                                                                                                            |          |
| Activities and workers                       |                                                                             |                                                                                                              |          |
| Disclosure 2-6                               | Activities, value chain, and other business relationships                   | 11 – 28, 35 – 37, 101                                                                                        |          |
| Disclosure 2-7                               | Employees                                                                   | 120 – 135, 185 – 188                                                                                         | 8, 10    |
| Disclosure 2-8                               | Workers who are not employees                                               | 200 – 203                                                                                                    | 8        |
| Governance                                   |                                                                             |                                                                                                              |          |
| Disclosure 2-9                               | Governance structure and composition                                        | 29, 53-55, 64, 67 – 68                                                                                       | 5, 16    |
| Disclosure 2-10                              | Nomination and selection of the highest governance body                     | See 'Report of Corporate Governance Performance' in Annual Report 2024 Form 56-1 (One Report) Page 113 – 118 | 5, 16    |
| Disclosure 2-11                              | Chair of the highest governance body                                        | 29, 67 – 68                                                                                                  | 5, 16    |
| Disclosure 2-12                              | Role of the highest governance body in overseeing the management of impacts | 67 – 68                                                                                                      | 16       |
| Disclosure 2-13                              | Delegation of responsibility for managing impacts                           | 53 – 54, 55 – 61, 62 – 63                                                                                    |          |
| Disclosure 2-14                              | Role of the highest governance body in sustainability reporting             | 62 – 63, 64                                                                                                  |          |
| Disclosure 2-15                              | Conflicts of interest                                                       | 67, 70                                                                                                       | 16       |
| Disclosure 2-16                              | Communication of critical concerns                                          | 70 – 76                                                                                                      |          |
| Disclosure 2-17                              | Collective knowledge of the highest governance body                         | 69                                                                                                           |          |
| Disclosure 2-18                              | Evaluation of the performance of the highest governance body                | See 'Report of Corporate Governance Performance' in Annual Report 2024 Form 56-1 (One Report) Page 113 – 118 |          |
| Disclosure 2-19                              | Remuneration policies                                                       | 130                                                                                                          |          |

| GRI Standards                      | Indicators                                                                   | Page Number                                                                                                       | SDG Goal |
|------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------|
| Disclosure 2-20                    | Process to determine remuneration                                            | See 'Report of Corporate Governance Performance' in Annual Report 2024 Form 56-1 (One Report) Page 113 - 118      |          |
| Strategy, policies, and practices  |                                                                              |                                                                                                                   |          |
| Disclosure 2-22                    | Statement on sustainable development strategy                                | 4                                                                                                                 |          |
| Disclosure 2-23                    | Policy commitments                                                           | 34, 48-52, 71-72                                                                                                  | 16       |
| Disclosure 2-24                    | Embedding policy commitments                                                 | 34, 70 - 75                                                                                                       |          |
| Disclosure 2-25                    | Processes to remediate negative impacts                                      | 79 - 92                                                                                                           |          |
| Disclosure 2-26                    | Mechanisms for seeking advice and raising concerns                           | 79 - 92                                                                                                           | 16       |
| Disclosure 2-27                    | Compliance with laws and regulations                                         | See 'General Information and Other Important Information' in Annual Report 2024 Form 56-1 (One Report) Page 80-81 |          |
| Disclosure 2-28                    | Membership associations                                                      | 29, 67, 68 , 117                                                                                                  |          |
| Stakeholder engagement             |                                                                              |                                                                                                                   |          |
| Disclosure 2-29                    | Approach to stakeholder engagement                                           | 42 – 47, 48 - 52                                                                                                  |          |
| Disclosure 2-30                    | Collective bargaining agreements                                             | 42 – 47, 145, 200 - 202                                                                                           | 8        |
| GRI 3: Material Topics             |                                                                              |                                                                                                                   |          |
| Disclosure 3-1                     | Process to determine material topics                                         | 48 – 57                                                                                                           |          |
| Disclosure 3-2                     | List of material topics                                                      | 58 - 61                                                                                                           |          |
| Disclosure 3-3                     | Management of material topics                                                | 58 - 61                                                                                                           |          |
| GRI 201: Economic Performance      |                                                                              |                                                                                                                   |          |
| Disclosure 201-1                   | Direct economic value generated and distributed                              | 157 – 161, 162-165, 166 – 169, 171                                                                                | 8, 9     |
| Disclosure 201-2                   | Financial implications and other risks and opportunity due to climate change | 80, 82, 193, 162 - 165, 166 – 169                                                                                 | 13       |
| Disclosure 201-3                   | Defined benefit plan obligations and other retirement plans                  | 142, 154                                                                                                          |          |
| GRI 203: Indirect Economic Impacts |                                                                              |                                                                                                                   |          |
| Disclosure 203-1                   | Infrastructure investments and services supported                            | 157 – 161, 162-165, 166 – 169, 171                                                                                | 5, 9, 11 |
| Disclosure 203-2                   | Significant indirect economic impacts                                        | 157 – 161, 171, 179 - 181                                                                                         | 8        |
| GRI 204: Procurement Practices     |                                                                              |                                                                                                                   |          |
| Disclosure 204-1                   | Proportion of spending on local suppliers                                    | 111                                                                                                               | 8        |

| GRI Standards                       | Indicators                                                               | Page Number     | SDG Goal          |
|-------------------------------------|--------------------------------------------------------------------------|-----------------|-------------------|
| <b>GRI 205: Anti-corruption</b>     |                                                                          |                 |                   |
| Disclosure 205-1                    | Operations assessed for risks related to corruption                      | 72, 74 - 76, 86 | 16                |
| Disclosure 205-2                    | Communication and training about anti-corruption policies and procedures | 72, 74 - 75     | 16                |
| Disclosure 205-3                    | Confirmed incidents of corruption and actions taken                      | 76              | 16                |
| <b>GRI 302: Energy</b>              |                                                                          |                 |                   |
| Disclosure 302-1                    | Energy consumption within the organization                               | 187, 203        | 7, 8,12,13        |
| Disclosure 302-4                    | Reduction of energy consumption                                          | 186 - 190, 203  | 7, 8,12,13        |
| <b>GRI 303: Water and Effluents</b> |                                                                          |                 |                   |
| Disclosure 303-1                    | Interactions with water as a shared resource                             | 194 - 195, 204  | 6, 12             |
| Disclosure 303-2                    | Management of water discharge-related impacts                            | 194 - 195, 204  | 6                 |
| Disclosure 303-3                    | Water withdrawal                                                         | 194 - 195, 204  | 6                 |
| Disclosure 303-4                    | Water discharge                                                          | 194 - 195, 204  | 6                 |
| Disclosure 303-5                    | Water consumption                                                        | 194 - 195, 204  | 6                 |
| <b>GRI 305: Emissions</b>           |                                                                          |                 |                   |
| Disclosure 305-1                    | Direct (Scope 1) GHG emissions                                           | 187 - 190, 204  | 3, 12, 13, 14, 15 |
| Disclosure 305-2                    | Energy indirect (Scope 2) GHG emissions                                  | 187 - 190, 204  | 3, 12, 13, 14, 15 |
| Disclosure 305-3                    | Other indirect (Scope 3) GHG emissions                                   | 187 - 190, 204  | 3, 12, 13, 14, 15 |
| Disclosure 305-5                    | Reduction of GHG emissions                                               | 187 - 190, 204  | 3, 12, 13, 14, 15 |
| <b>GRI 306: Waste</b>               |                                                                          |                 |                   |
| Labour                              | Waste generation and significant waste-related impacts                   | 196 - 199 , 204 | 3, 6, 11, 12      |
| Disclosure 306-2                    | Management of significant waste-related impacts                          | 196 - 199 , 204 | 3, 6, 8, 11, 12   |
| Disclosure 306-3                    | Waste generated                                                          | 196 - 199 , 204 | 3, 6, 11, 12, 15  |
| Disclosure 306-4                    | Waste diverted from disposal                                             | 196 - 199 , 204 | 3, 11, 12         |



| GRI Standards                                     | Indicators                                                                                         | Page Number                    | SDG Goal         |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------|------------------|
| Disclosure 306-5                                  | Waste directed to disposal                                                                         | 196 - 199 , 204                | 3, 6, 11, 12, 15 |
| <b>GRI 308: Supplier Environmental Assessment</b> |                                                                                                    |                                |                  |
| Disclosure 308-1                                  | New suppliers that were screened using environmental criteria                                      | 101 - 105                      |                  |
| Disclosure 308-2                                  | Negative environmental impacts in the supply chain and actions taken                               | 107 - 110                      |                  |
| <b>GRI 401: Employment</b>                        |                                                                                                    |                                |                  |
| Disclosure 401-1                                  | New employee hires and employee turnover                                                           | 128, 200 - 201                 | 5, 8, 10         |
| Disclosure 401-2                                  | Benefits provided to full-time employees that are not provided to temporary or part-time employees | 128 - 129, 133 - 135, 143, 145 | 3, 5, 8          |
| Disclosure 401-3                                  | Parental leave                                                                                     | 145                            | 5, 8             |
| <b>GRI 403: Occupational Health and Safety</b>    |                                                                                                    |                                |                  |
| Disclosure 403-1                                  | Occupational health and safety management system                                                   | 120 - 126                      | 8                |
| Disclosure 403-2                                  | Hazard identification, risk assessment and incident investigation                                  | 120 - 126                      | 8                |
| Disclosure 403-3                                  | Occupational health services                                                                       | 120 - 126                      | 8                |
| Disclosure 403-4                                  | Worker participation, consultation, and communication on occupational health and safety            | 120 - 126                      | 8, 16            |
| Disclosure 403-5                                  | Worker training on occupational health and safety                                                  | 120 - 126                      | 8                |
| Disclosure 403-6                                  | Promotion of worker health                                                                         | 120 - 126                      | 3                |
| Disclosure 403-8                                  | Worker covered by an occupational health and safety management system                              | 120 - 126                      | 8                |
| Disclosure 403-9                                  | Work-related injuries                                                                              | 126                            | 3, 8, 16         |
| Disclosure 403-10                                 | Work-related ill health                                                                            | 126                            | 3, 8, 16         |
| <b>GRI 404: Training and Education</b>            |                                                                                                    |                                |                  |
| Disclosure 404-1                                  | Average hours of training per year per employee                                                    | 135, 202 - 203                 | 4, 5, 8, 19      |
| Disclosure 404-2                                  | Programs for upgrading employee skills and transition assistance programs                          | 135, 140 - 141, 202 - 203      | 8                |
| Disclosure 404-3                                  | Percentage of employees receiving regular performance and career development reviews               | 131, 202 - 203                 | 5, 8, 10         |
| <b>GRI 405: Diversity and Equal Opportunity</b>   |                                                                                                    |                                |                  |
| Disclosure 405-1                                  | Diversity of governance bodies and employees                                                       | 67 - 68, 128, 200 - 201        | 5, 8             |
| <b>GRI 406: Non-discrimination</b>                |                                                                                                    |                                |                  |
| Disclosure 406-1                                  | Incidents of discrimination and corrective actions taken                                           | 78, 142                        | 5, 8             |

| GRI Standards                                                    | Indicators                                                                                                     | Page Number        | SDG Goal |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------|----------|
| <b>GRI 407: Freedom of Association and Collective Bargaining</b> |                                                                                                                |                    |          |
| Disclosure 407-1                                                 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | 94 - 101           | 8        |
| <b>GRI 408: Child Labor</b>                                      |                                                                                                                |                    |          |
| Disclosure 408-1                                                 | Operations and suppliers at significant risk of incidents of child labour                                      | 95, 105, 109       | 5, 8, 16 |
| <b>GRI 409: Forced or Compulsory Labour</b>                      |                                                                                                                |                    |          |
| Disclosure 409-1                                                 | Operations and suppliers at significant risk of incidents of forced or compulsory labour                       | 95, 98             | 5, 8     |
| <b>GRI 410: Security Practices</b>                               |                                                                                                                |                    |          |
| Disclosure 410-1                                                 | Security personnel trained in human rights policies or procedures                                              | 151 - 152          | 16       |
| <b>GRI 411: Rights of Indigenous Peoples</b>                     |                                                                                                                |                    |          |
| Disclosure 411-1                                                 | Incidents of violations involving the rights of indigenous peoples                                             | 149 - 150          |          |
| <b>GRI 413: Local Communities</b>                                |                                                                                                                |                    |          |
| Disclosure 413-1                                                 | Operations with local community engagement, impact assessments, and development programs                       | 162 - 165          |          |
| Disclosure 413-2                                                 | Operations with significant actual and potential negative impacts on local communities                         | 162 - 165          |          |
| <b>GRI 414: Supplier Social Assessment</b>                       |                                                                                                                |                    |          |
| Disclosure 414-1                                                 | New suppliers that were screened using social criteria                                                         | 94 - 96, 104 - 106 | 5, 8, 16 |
| Disclosure 414-2                                                 | Negative social impacts in the supply chain and actions taken                                                  | 107 - 109          | 5, 8, 16 |
| <b>GRI 415: Public Policy</b>                                    |                                                                                                                |                    |          |
| Disclosure 415-1                                                 | Political contributions                                                                                        | 166                | 16       |
| <b>GRI 418: Customer Privacy</b>                                 |                                                                                                                |                    |          |
| Disclosure 418-1                                                 | Substantiated complaints concerning breaches of customer privacy and losses of customer data                   | 76                 | 16       |

## SURVEY OF READERS' OPINION

### Personal information

**Gender:**

Female  Male  Prefer not to say

**Age:**

Lower than 25 years  25-40 years  
 41-60 years  More than 60 years

**Relationship with PLANB (Please select 1 answer)**

Shareholder  Customer  Employee  Supplier and creditor  Competitor  
 Government Agency  Community

**Why do you prefer reading this sustainability report?**

To support investment decisions  To understand more about PLANB's business  
 Research and educational 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

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