

12 May 2022

Re: Management Discussion and Analysis for 1Q 2022

To: The President of the Stock Exchange of Thailand

Executive summary for 1Q 2022

Unit: THB million	1Q 2022	4Q 2021	1Q 2021	%QoQ	%YoY
Revenues from sales & services	1,209	1,224	1,024	-1.2	18.0
Earnings before interest and tax	195	207	89	-5.8	118.8
Equity holders of the Company	104	151	37	-31.0	181.2
EBITDA (excluding the impact from the TFRS16)	358	348	262	2.8	37.5

Overall business for 1Q 2022 showed solid revenue recovery from out-of-home media thanks to the ease of control measures and the relaxation of restrictions for outdoor activities. As a result, revenue from out-of-home media in 1Q 2022 stood at THB 1,001 million, growing 31.2% from 1Q 2021 while the engagement marketing business recorded revenue of THB 208 million in 1Q 2022, declining 20.5% compared with 1Q 2021 since there was no realization of revenue from marketing rights management of the Olympic Games during 1Q 2021. As a result, the Company managed to deliver a net profit attributable to shareholders for 1Q 2022 of THB 104 million, increasing 181.2% compared with the same period last year.

Summary of important details on related party transactions of Plan B Media Public Company Limited and Aqua Corporation Public Company Limited

The meeting of the Board of Directors No.1/2022 of Plan B Media Public Company Limited ("Company") on 22 January 2022 resolved to approve the investment in Aqua Ad Public Company Limited ("A.A.") (holding 100% shares in M.I.S. Media Company Limited ("M.I.S.") and Boardway Media Company Limited ("B.W.M.") (holding 100% shares in S. Thana Media Company Limited "STN") (together as "Targeted Companies") who are operating in out-of-home media business through the purchase of 100% shares in A.A. and B.W.M. from Aqua Corporation Public Company Limited (AQUA) and existing shareholders of A.A. and B.W.M. with the total purchasing value of THB 2,882 million. The share purchase was completed in March 2022.

The Board of Directors viewed that the Company would benefit from this share acquisition transaction per below

- (1) The Company will obtain ownership of advertising billboards from this share purchase which will help reduce the risk of the inadequacy of billboards in good locations that help with business expansion. In addition, the deal will enhance the Company's capabilities in providing out-of-home media to cover broader areas and serve more customers. Moreover, more diversity of available out-of-home media will further help customers better plan their advertising media to meet the demand of their consumers.

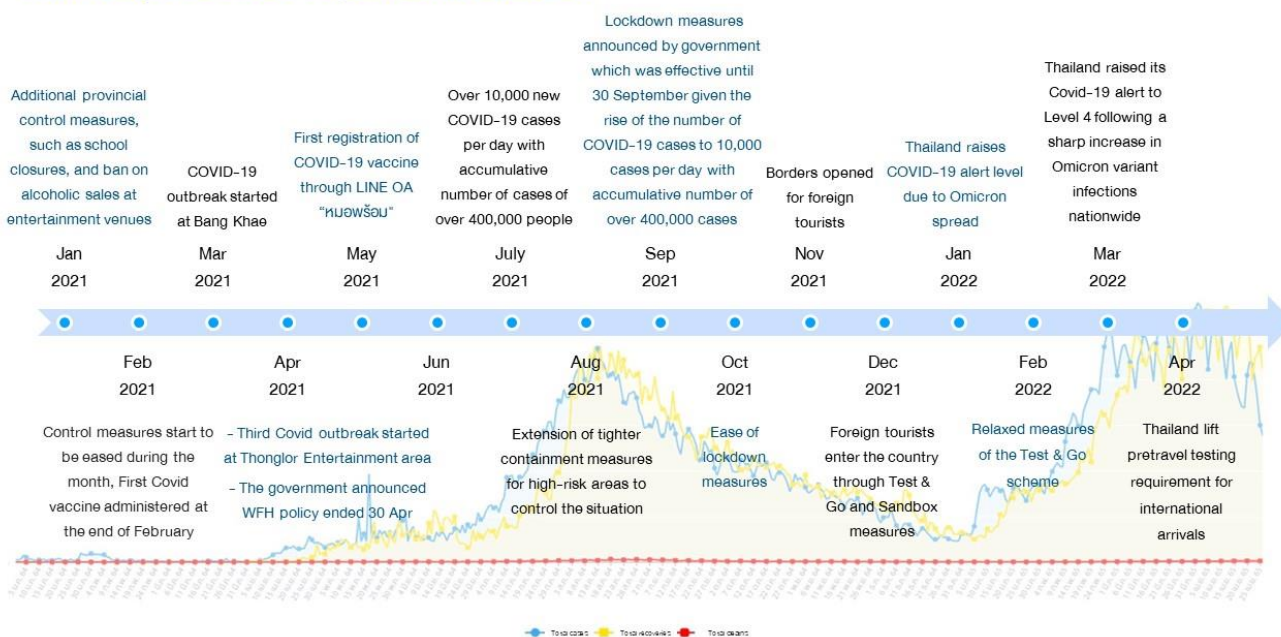
- (2) The Company will own more advertising billboards that are in line with its growth plan to enhance its competitiveness in the advertising media industry and related businesses to drive business growth and operating performance and generate a return to shareholders sustainably.
- (3) This share purchase transaction will deliver a suitable return according to the Company's financial targets.

Investors can find more information at the link below to study and understand more about the transaction.
<https://classic.set.or.th/set/pdfnews.do?newsId=16431534178370&sequence=2022008051>

Economic and advertising industry outlook

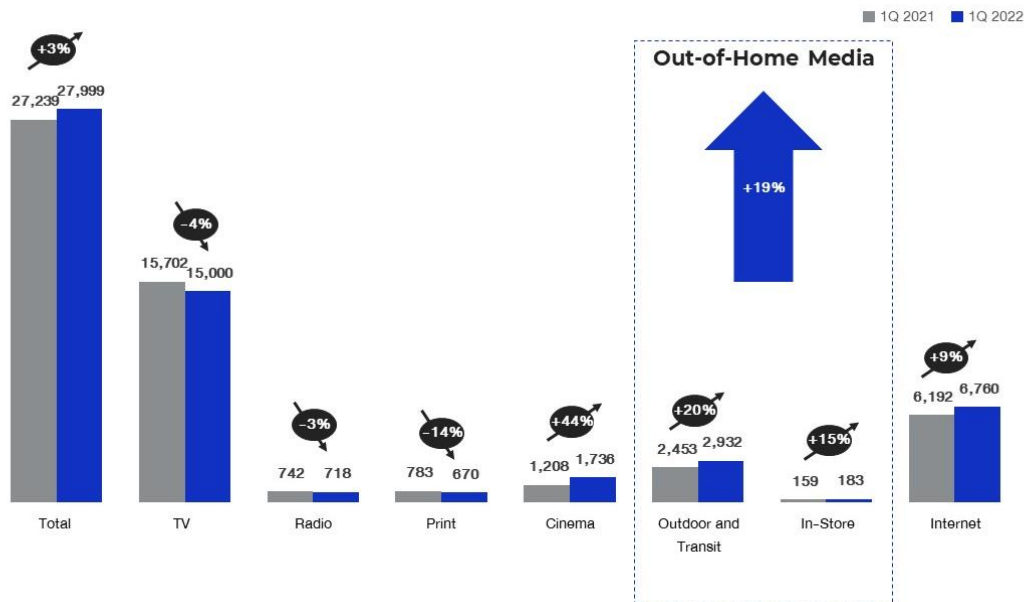
Since the Thai economy started to bounce back from the COVID-19 pandemic at the end of last year, Thai economic conditions during 1Q 2022 stabilized despite the government's further relaxed control measures on travel restrictions during the February 2022 recovery of the tourism sector. Nevertheless, the recovery of the tourism sector and the overall Thai economy was still pressured by factors, including the Omicron variant of COVID-19, which has spread faster and infected more people than in the previous waves of the outbreak. Therefore, the government escalated the control measures for COVID-19 in March 2022, which adversely affected the recovery of a number of foreign tourists. In the meantime, the conflict between Russia and Ukraine led to higher oil and energy prices worldwide, including certain types of consumer goods in the domestic market. Therefore, inflation-adjusted upward in many countries, including Thailand, hurt domestic private consumption and led to a lower Consumer Confidence Index from January-March 2022 from 44.6, 44.6 and 43.8, respectively, compared with 47.0 during December 2021.

Summary of COVID-19 pandemic situation



Media spending in 1Q 2022 stood at THB 27,999 million, an increase of THB 760 million or equivalent to a 3.0% increase compared with the media spending in the same period last year. Percentage changes are as follows.

Total advertising spending in 1Q 2022 in comparison to total advertising spending in 1Q 2021 (THB million)



Source: Nielsen Media Spending Report

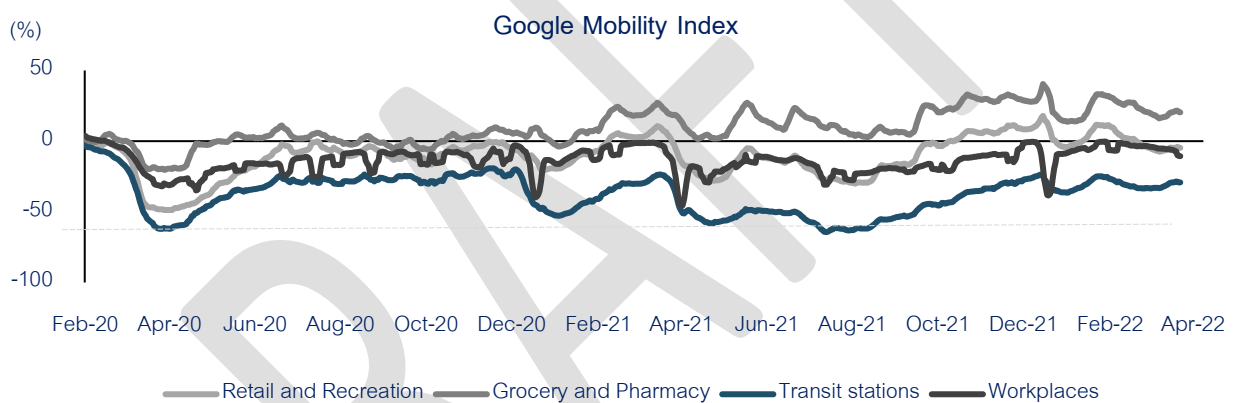
The above table shows the growth of the media spending for out-of-home media, which expanded by over 19.0%. In comparison, cinema media grew significantly at a rate of 44.0% despite the COVID-19 pandemic as the control measures during the period were not as strict. For example, there was no lockdown like in the previous waves of the outbreak. As a result, people were less likely to panic about the virus and the level of travelling was not as affected as in the previous waves. Statistics from the out-of-home media measurement system show that the eyeballs of advertising media in Bangkok during 1Q 2022 rose 6.8% compared with 1Q 2021. Monthly comparison numbers are as follows.

- January 2022 is 28.2%, a higher YoY.
- February 2022 is 10.1%, a higher YoY.
- March 2022 is 10.9%, a lower YoY.
- However, the change in eyeballs in Bangkok turned positive in 1Q 2022 at 6.8% compared with 1Q 2021, consistent with the numbers reported by Nielsen Media Spending Report as shown above.



• ยอดการมองเห็นเดือนมีนาคมอยู่ในระดับใกล้เคียงกับเดือนอื่นที่ผ่านมา

• เมื่ออ้างอิงจาก Google mobility index เดือนเมษายนพบว่าช่วงครึ่งเดือนแรก แนวโน้มที่คนออกนอกบ้านไม่ลดต่ำจากเดือนมีนาคมมากนัก ซึ่งคาดการณ์ว่ายอดการมองเห็นในเดือนเมษายนจะยังคงอยู่ในระดับใกล้เคียงกับช่วงเดือนแรกกับมีนาคมที่ผ่านมา



Source: Our World in Data

Thailand's economic outlook for 2Q 2022, Bank of Thailand estimated the economy would expand mildly compared with the same period last year, thanks to positive factors from the ease of COVID-19 control measures and the relaxation of travel restrictions to cancel the Test and Go system from 1 May 2022 onward, which will help promote the recovery of the Thai economy. However, the Thai economy still faces pressures from external factors, especially the prolonged and severe conflict between Russia and Ukraine, which caused prices of consumer goods in the global market to hike and the global economy to decelerate. Furthermore, the global economy is likely to experience high risks from new waves of the COVID-19 outbreak in China, which put lockdown measures back in many areas. In addition, the interest increase from the Federal Reserve of the U.S. from the inflation pressure may result in slower growth of the U.S. economy. Therefore, these external factors may hinder Thailand's economic growth under the possibility of higher inflation rates. In March 2022, the Bank of Thailand predicted the Thai economy would grow at a rate of 3.2%, lower than the estimate in December 2021 of 3.4%, while the estimated inflation rate is at 4.9% from the estimate in December 2021 of 1.7%.

Key financials in the income statement of 1Q 2022

Unit: THB million	1Q 2022	4Q 2021	1Q 2021	%QoQ	%YoY
Revenues from sales and services	1,209	1,224	1,024	-1.2	18.0
Other income	9	14	22	-33.8	-59.4
Gain on disposals of derivatives	15	-	-	nm	nm
Gain on changes in fair value of derivatives	-	23	-	nm	nm
Gain on cancellation of lease liabilities	-	6	-	nm	nm
Total revenues	1,233	1,267	1,046	-2.7	17.8
Cost of goods sold	871	903	837	-3.6	4.0
Gross profit	337	321	187	5.2	80.7
Selling Expenses	52	56	35	-6.9	49.3
Administrative expenses	115	101	85	13.8	34.7
Selling and administrative expenses	167	157	120	6.4	38.9
Shares of profit (loss) from investments	(6)	(7)	(10)	-22.4	-41.7
Earnings before interest and tax	195	207	89	-5.8	118.8
Interest expense	37	43	52	-14.0	-28.1
Earnings before tax	152	156	27	-2.8	452.7
Tax expense	51	17	13	204.5	289.0
Net profit	100	139	14	-27.9	604.3
Attributable to:					
Minority interests	(4)	(12)	(23)	-67.0	-82.6
Equity holders of the Company	104	151	37	-31.0	181.2

Key financial ratios (%)	1Q 2022	4Q 2021	1Q 2021
Gross profit margin as % to revenues from sales and services*	27.9	26.2	18.2
SG&A as % to revenues from sales and services*	13.8	12.8	11.7
EBIT margin as % to revenues from sales and services*	16.1	16.9	8.7
Net profit margin (attributable to equity holders of the Company)*	8.6	12.4	3.6

Note: * revenues from sales and services excluding other income.

Analysis of the operating performance of 1Q 2022

The Company reported operating revenue for 1Q 2022 of THB 1,209 million, increasing THB 185 million or equivalent to 18.0% compared with the same period last year, thanks to a significant increase in the out-of-home media business that moved in tandem with the media spending. The net profit attributable to shareholders for 1Q 2022 stood at THB 104 million, increasing THB 67 million or equivalent to 181.2% compared with the same period last year due to the increase in operating revenue and the higher gross profit margin derived from economies of scale. Details are as follows.

Revenue Breakdown by Business

Out-of-Home Media Business

Unit: THB million	1Q 2022	4Q 2021	1Q 2021	%QoQ	%YoY
Total revenues of Out-of-home media	1,001	1,024	763	-2.3	31.2
Transit	54	48	43	12.8	26.0
Static	332	316	316	4.8	5.0
Digital	491	542	316	-9.4	55.5
Retail	117	114	83	2.8	41.8
Airport	7	4	5	74.7	53.1
Utilization Rate (%)	52.1	54.2	40.5	-2.1	11.6

In 1Q 2022, out-of-home media reported total revenue of THB 1,001 million, contributing approximately 82.8% of total revenue from sales and services. Out-of-home media revenue in 1Q 2022 rose THB 238 million or 31.2% over the same period last year supported by all media types. Details are as follows:

- In 1Q 2022, revenue from transit media was THB 54 million, an increase of THB 11 million or 26.0% over the same period last year since most of the companies adopted their work from home policy, resulting in a significant increase in outdoor lifestyles and travel activities compared with the same period last year. Again, this is aligned with improving MAGNETIC Measurement and Google Mobility numbers.
- In 1Q 2022, revenue from static media was THB 332 million, an increase of THB 16 million or 5.0% over the same period last year, in line with the growth of the advertising media industry.
- In 1Q 2022, revenue from digital media was THB 491 million, an increase of THB 175 million or 55.5% over the same period last year thanks to the recovery of media spending.
- In 1Q 2022, revenue from retail media (department stores, supermarkets, convenience stores) was THB 117 million, an increase of THB 35 million or 41.8% over the same period last year. The increase came from the expansion in advertising media in 7-Eleven stores as the Company managed to install the LED screens in 2,000 7-Eleven branches across the country as planned for 1Q 2022.

- In 1Q 2022, revenue from airport media was THB 7 million, an increase of THB 3 million or 53.1% over the same period last year due to the relaxation of travel control measures. Nevertheless, the performance of airport media was still pressured by the travel restrictions of foreign tourists.

Engagement Marketing Business

Unit: THB million	1Q 2022	4Q 2021	1Q 2021	%QoQ	%YoY
Total revenues of engagement marketing	208	200	261	4.0	-20.5
Sport marketing	111	137	190	-18.9	-41.5
Artist management	81	48	59	69.8	37.5
Online	16	15	12	7.0	33.8

Engagement marketing reported total revenue for 1Q 2022 of THB 208 million, contributing approximately 17.2% of total revenue from sales and services. Engagement marketing revenue in 1Q 2022 decreased THB 54 million or 20.5% over the same period last year. Details are as follows:

- In 1Q 2022, revenue from sports marketing was THB 111 million, decreasing THB 79 million or around 41.5% over the same period last year. The decline was from no revenue realization from the Olympic Games' marketing rights management during 1Q 2021 in THB 151 million. However, the Company started realizing the revenue from the T-Sports channel from 1Q 2022 onwards since we granted the right to manage and promote Thai sports from live broadcasting of sports programs. As a result, this will help increase popularity, the number of audiences, and awareness.
- In 1Q 2022, revenue from artist management was THB 81 million, increasing THB 22 million or 37.5% over the same period last year as the Company started realizing revenue from the general election activities of BNK48 since March 2022 including other activities from BNK48 that resumed after the ease of COVID-19 control measures.
- The revenue from the online business was THB 16 million during 1Q 2022, increasing THB 4 million or 33.8% over the same period last year due to higher revenue from the Digital Factory Co., Ltd. during the quarter.

Unit: THB million	1Q 2022	4Q 2021	1Q 2021	%QoQ	%YoY
Total expenses	1,127	1,120	1,023	0.6	10.2
Cost of goods sold	871	903	837	-3.6	4.0
SG&A expenses	167	157	120	6.4	38.9
Finance cost	37	43	52	-14.0	-28.1
Income tax	51	17	13	204.5	289.0

Expenses (Cost of goods sold + SG&A expenses + financial cost + income tax)

PLANB's consolidated expenses for 1Q 2022 amounted to THB 1,127 million or an increase of THB 104 million or 10.2% over the same period last year. The increase was mainly due to (1) the cost of goods sold that moved in tandem with higher operating revenue, (2) the employee expenses in line with the expansion of the business, and (3) the expenses and depreciation from the acquisition of 655 billboards from MACO and the expansion of media installation in 7-Eleven convenient stores.

The Company continues to develop its operations during the crisis, focusing on cost management to maintain a high level of efficiency, restructuring and strengthening the internal control mechanism in anticipation of a rapid and robust return to normalcy.

Earnings before interest and tax (EBIT)

PLANB reported its earnings before interest and tax for 1Q 2022 of THB 195 million, an increase of THB 106 million or 118.8% over the same period last year due to the higher operating revenue from the out-of-home media business and the higher gross profit margin given the recovery of the advertising media.

Net profit attributable to the equity holders of the Company

PLANB reported consolidated net profit attributable to the equity holders of the Company for 1Q 2022 of THB 104 million, increasing THB 67 million or 181.2% over the same period last year due to the V-shaped recovery for all advertising media. Therefore, the significant improvement in the operating performance of 1Q 2022, which is usually the low season of the year, is considered a good sign for the recovery of the advertising media industry with the outlook of continuous growth in 2022. Furthermore, a diversified investment portfolio and business balance accounted for PLANB's stable and continuous positive cash flow, while PLANB delivered EBITDA of THB 358 million in 1Q 2022, excluding the impact from TFRS16.

Financial Position

Total assets as of 31 Mar 2022 stood at THB 12,670 million, falling THB 1,064 million or 7.7% from THB 13,764 million as of 31 December 2021 mainly due to a decrease in cash and cash equivalents.

Total liabilities were THB 4,993 million, decreasing THB 1,411 million or 22.0% from THB 6,404 million as of 31 December 2021 mainly due to lower short-term loans from banks and trade and other payables.

Total equity was recorded at THB 7,765 million, increasing THB 347 million or 4.7% from THB 7,360 million as of 31 December 2021 due to an increase in retained earnings and other components of shareholders' equity.

Key Developments in 1Q 2022

The Company is committed to its mission and vision of developing content coverage to extend its service footprint through active searches for business partners to help expand its out-of-home media network and engagement marketing business. The aim is to enhance communication effectiveness and build engagement between consumers and product and service brands to support growing media needs in the future. The Company's key developments in 1Q 2022 are outlined below:

January 2022

- The Company acquired shares in subsidiaries of Aqua Corporation Public Company Limited ("AQUA")

The Company invested in Aqua Ad Public Company Limited ("A.A.") and Boardway Media Company Limited ("B.W.M.") who operate in out-of-home media business from Aqua Corporation Public Company Limited ("AQUA") with a total value of THB 2,882 million to strengthen the Company's media network to be more sustainable in the long run.
- The Company launched #BKKNFT, the real world out-of-home NFT experience project

This project was initiated by the collaboration of PLANB and Zipmex, a leading digital asset platform. This project turned digital displays on the streets into an outdoor art gallery by combining the best "online" and "offline" via NFT art with over 350 pieces from 250 artists. This allowed art pieces to be displayed to a broader audience through the largest out-of-home media network that raised awareness and inspired millions of people from 16 January – 15 February 2022.



- The Company granted rights to live broadcast or re-run of sports tournaments through the T-Sports channel
 T-Sports is a Thai TV channel for sports programs of the Sports Authority of Thailand and the Ministry of Tourism and Sports aim to promote, support, and develop sports and sports competitions for the public. The Company was awarded the rights to broadcast live or re-run contents of sports tournaments through the channel to promote the mission and activities of the Ministry of Tourism and Sports, including building on the Company's ecosystem to have higher value and better potential.



- The Company acquired shares in Rajadamnern Stadium Company Limited to help elevate Muay Thai to reach new generations and foreigners.
 Global Sport Ventures Company Limited or GSV, a subsidiary of the Company, acquired shares of Rajadamnern Stadium Company Limited, the first standard Muay Thai stadium to set directions and manage the Rajadamnern Stadium to become a "Global Hub of Muay Thai" as well as bringing together renown promoters in Thailand to develop the industry and create an ecosystem suitable for Muay Thai to grow sustainably in the long run.



February 2022

- The Company inaugurated the first Muay Thai fight at the Rajadamnern Stadium
 The Company organized the premier Muay Thai competition at the Rajadamnern Stadium under "Suk Petchyindee". The Company also expanded more Muay Thai programs through 3 leading promoters, namely Kiatpetch, Petchyindee, and Sor. Sommai, and renovate the stadium to be more modernized.



March 2022

- The Company expanded advertising media in 7-Eleven convenient stores as planned.

At the end of 1Q 2022, the Company managed to install L.E.D. screens in 2,000 branches of 7-Eleven convenient store according to its plan.



- The Company began to organize the BNK48 12th Single Senbatsu General Election

The Company has started the annual Senbatsu General Election of BNK48 for the 3rd time to select 16 members (Senbatsu) from fans' votes through B.N.K. Governance Token while the voting was opened through "I AM" application from 10 March – 7 April 2022. Results were announced on 9 April 2022.

Business Overview and Outlook in 2022

Bank of Thailand predicted the Thai economy in 2022 and 2023 would expand by 3.2% and 4.4%, respectively, from the recovery of domestic demand post-COVID-19 pandemic, the locally and internationally outbreak is expected to have limited impacts. Furthermore, the tourism industry began to bounce back as international travel restrictions were relaxed, including cancelling the Test and Go measure from the beginning of May 2022. Nevertheless, the overall economy's recovery still faces risks from the conflict between Russia and Ukraine, resulting in high production costs and a shortage of raw materials in certain industries. Additionally, energy and crude oil prices remain high in the world's market. Regarding the overall advertising media industry in 2022, it is expected that the industry will start to recover at a rate of 2.0-5.0% as seen from the outlook of media spending during the first 3 months of 2022 recording growth of around 3.0% compared with the same period last year in line with the gradual recovery of the overall economy.

The Company is committed to conducting business to attain business strength and sustainability through the following strategies.

- **Managing financial liquidity to deliver sustainable growth**

The Company never ceases to strengthen its business and drive performance by searching for business opportunities and adopting technology and data to enhance its digitalization journey. Furthermore, the Company places importance on preserving cash flow and liquidity through expense control measures and efficiency enhancement in expense management to fortify its financial position. In addition, the Company

formulates strategies to strengthen business through disciplined and effective investment plans to promote competitiveness and support business recovery. Nevertheless, the Company will continue to be prudent and formulate risk management plans amidst volatility in the short term due to the COVID-19 pandemic to ensure that the Company will perform uninterrupted in the future and achieve sustainable growth in the long run.

- **Maintaining growth in the out-of-home media business as reflected in our vision as the leader in innovation and out-of-home media with extensive consumer coverage**

The Company acquired a 100% share acquisition of an out-of-home media group of 2 companies under the brand AQUA, BROADWAY, and STARLET of Aqua Corporation Public Company Limited on 26 January 2022. As a result, the Company can offer a full range of out-of-home media ready to generate revenue of over THB 9,000 million allows consumers who currently spend 10-14 hours per day outside to access advertising media throughout their journeys to outdoor lives. This will help promote collaboration with product owners to fulfil their higher out-of-home time post-COVID-19. Moreover, the Company planned to recognize business synergy immediately in the first year with an additional revenue target of THB 900 million from value-added in various dimensions. The main goal is to create value-added by adjusting service packages to include more services to offer higher value and visibility, such as syncing displays in the same routes to display the same advertisement simultaneously for improved brand recognition as well as managing cost most effectively, such as maintenance services and reduction of displays in congested areas, resulting in value creation and cost reduction in the long run in a sustainable manner.

- **Strengthening engagement marketing business and building on performance marketing business to generate revenue and sustainable growth**

The Company went through organizational restructuring and business group realignment to set directions for each business to grow and deliver solid revenue for the Company per the following:

- (1) Sports marketing business: The Company develops its sports marketing business under PLANB Stadium focuses on 5 businesses, including Football, Esports & Gaming, International Broadcasting, Combat Sports, and Running. Recently, the Company invested in the Rajadamnern Boxing Stadium to drive and manage the stadium to become the global hub of Muay Thai.
- (2) Artist management business: The Company expected that the BNK48 girl group activities would resume to the normal state as planned by 2022.
- (3) Performance marketing business: This is considered one of the businesses the Company pays attention to thanks to its high growth potential and ability to generate immediate profit. This new business will be a part of overall business strategies to further support the Company to achieve stable and sustainable growth.

- **Focusing on sustainable development to resonate with its economic, social and environmental endeavours**
In 2022, the Company places importance on and sets goals in maintaining its status as a sustainable stock by adhering to creating value in all dimensions. Accordingly, all stages of business from the beginning until the delivery of quality services to customers are to be emphasized together with development planning to enhance efficiency and potential in creating long-term value for all stakeholders.

Key financial ratios

Profitability ratios		1Q 2022	1Q 2021
Gross profit margin	(%)	27.9	18.2
Operating profit margin	(%)	16.1	8.7
EBITDA margin	(%)	59.0	49.8
Net profit attributable to equity holders of the Company	(%)	8.6	3.6
Return on asset (ROA)	(%)	2.6	2.5
Return on equity (R.O.E.)	(%)	2.0	1.7

Liquidity ratios		1Q 2022	1Q 2021
Current ratio	(times)	1.2	0.8
Quick ratio	(times)	1.2	0.8
Average collection period	(times)	102.2	131.6
Average payment period	(times)	86.8	110.9

Leverage ratio		1Q 2022	1Q 2021
Debt / Equity	(times)	0.7	1.3

Please be informed.

Yours faithfully,
- *Pinijsorn Luechaikajohnpan* -
(Pinijsorn Luechaikajohnpan, Ph.D.)
Authorized Director