



1 YEAR TO GO!

開催まであと1年！



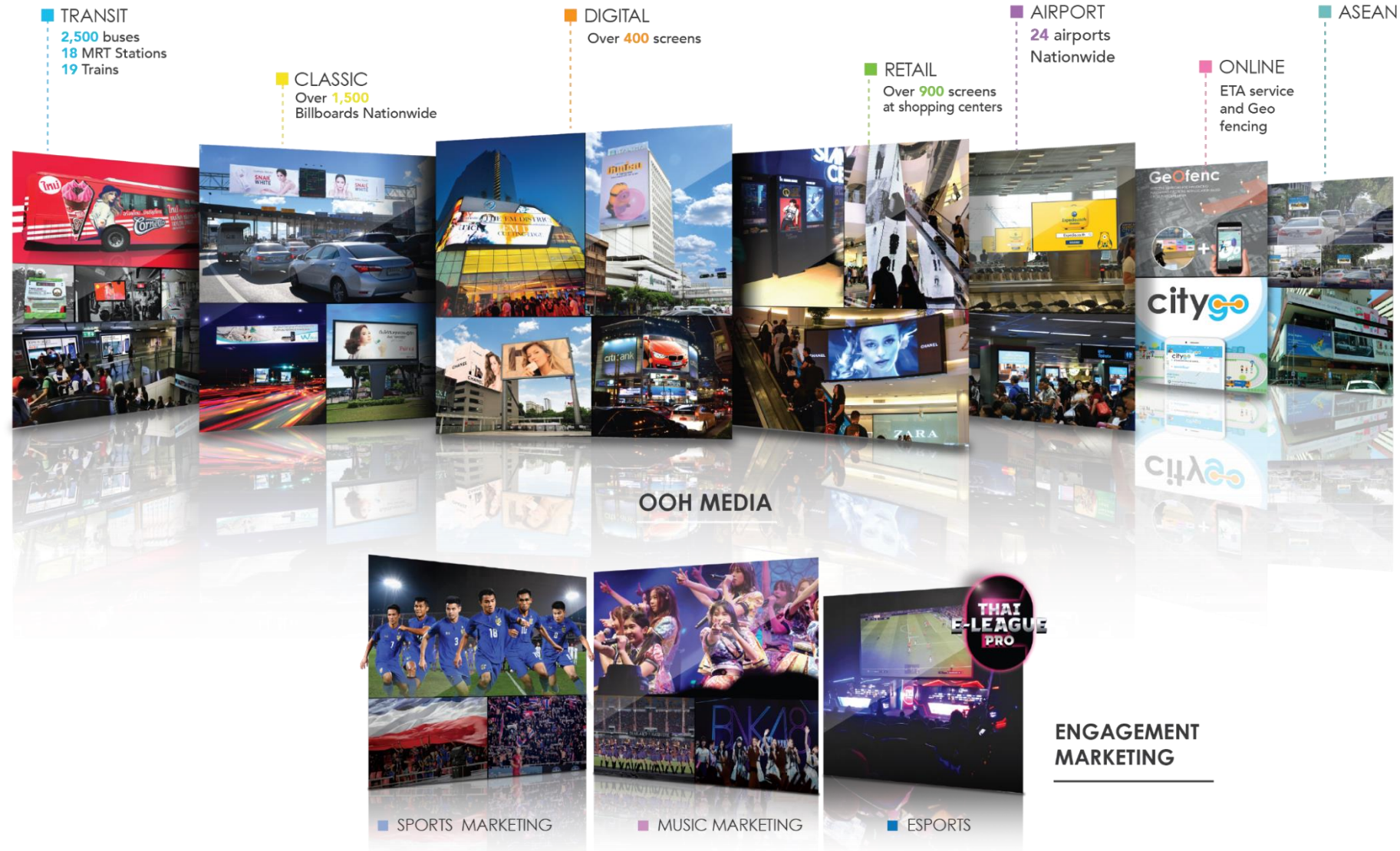
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CREATING COMMUNICATION CHANNELS OF CHOICE FOR ASEAN

PLAN B MEDIA PUBLIC COMPANY LIMITED

OUR VISION IS

TO EMPOWER BRANDS' MESSAGE AND CREATE MAJOR IMPACT ACROSS ASEAN



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Collaboration
of top players
In OOH industry

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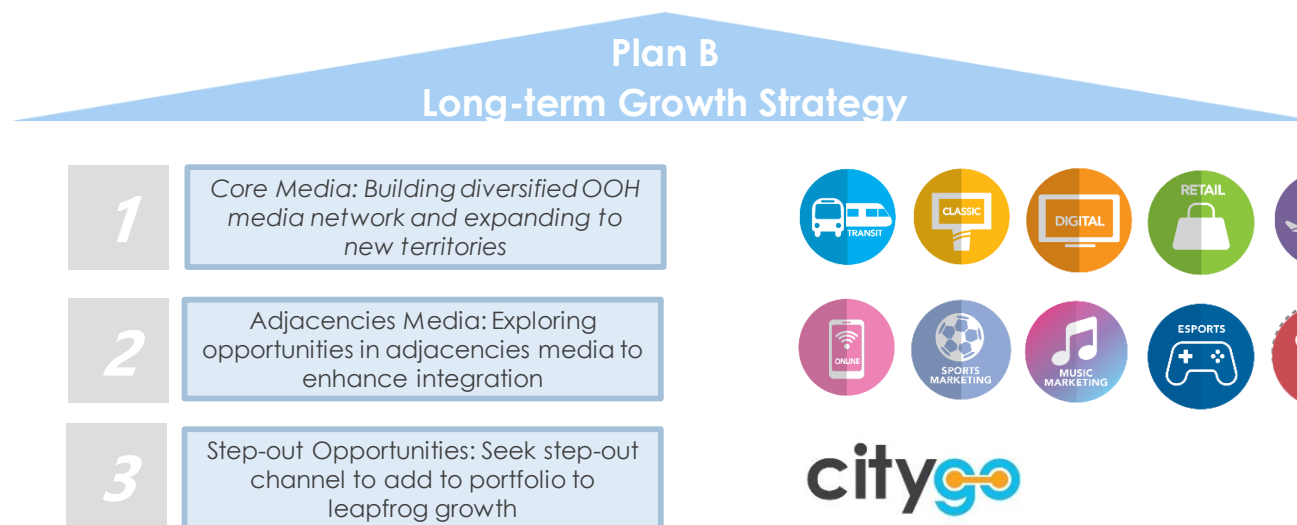
Guidance
2019

01

Strategy and Business update



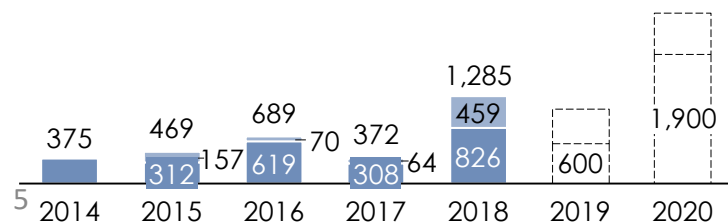
Our Strategy Towards 5BN Revenue in 2020



Discipline in organic CAPEX plan of 500-800 mil./year

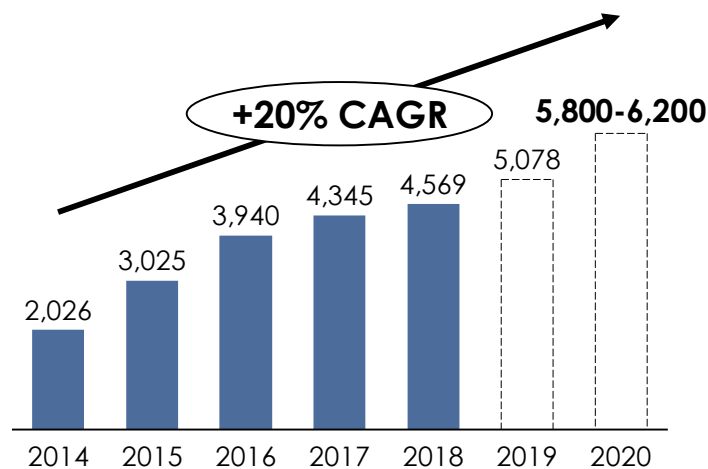
Unit: THB mn.

■ Inorganic
■ Organic



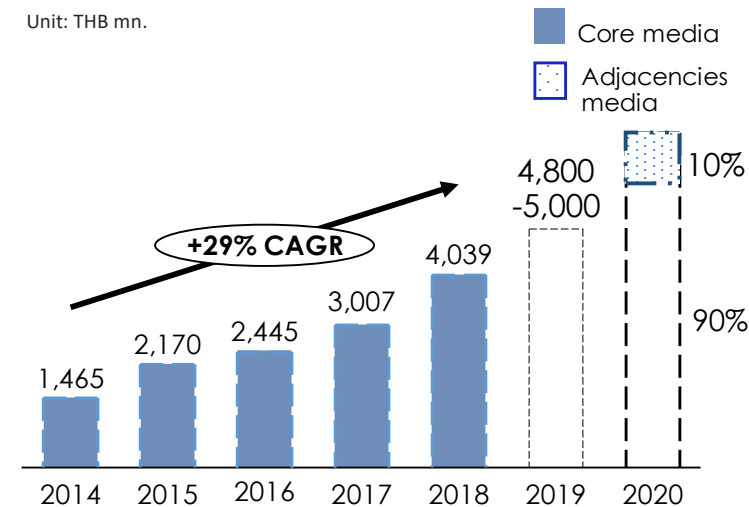
To continue expand media capacity...

Unit: THB mn.

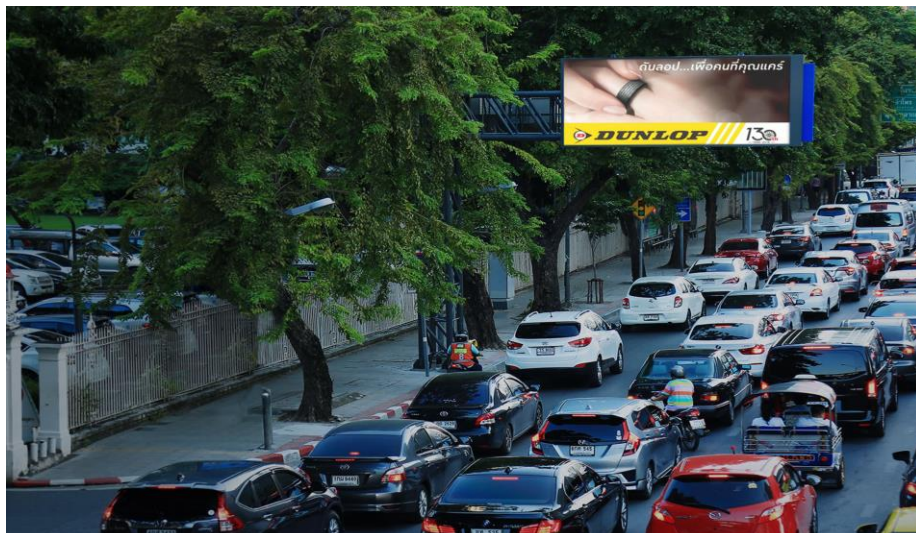


...with an aim to achieve revenue of THB 5 bil. in 2020

Unit: THB mn.



Largest Digital OOH network of 431 screens and still growing



BANGKOK Joins

DOOH NETWORK COVERAGE MAJOR ROADS IN INNER BANGKOK WITH HEAVY TRAFFIC

- 50 SUPER PRIME LOCATIONS
- Inner Bangkok
- High traffic guarantee
- Long viewing time
- Highly visible
- Can't skipped or turned off

FOCUSING 11 DISTRICTS OF INNER BANGKOK

- Ratchathewi
- Sathon
- Pathumwan
- Phayathai
- Khlong Toei
- Chatuchak
- Wang Thonglang
- Bangrak
- Pom Prap Sattui Phai
- Huai Khwang
- Wattana

BETTER EXPERIENCE WITH TRAFFIC REPORT

Real-time traffic report from collaboration between government sector and Plan B Media to contribute to society

Intelligent traffic sign

to display the overview of nearby traffic situation

Estimated travel time (ETA)

to intersection or attraction in the area

Accident report

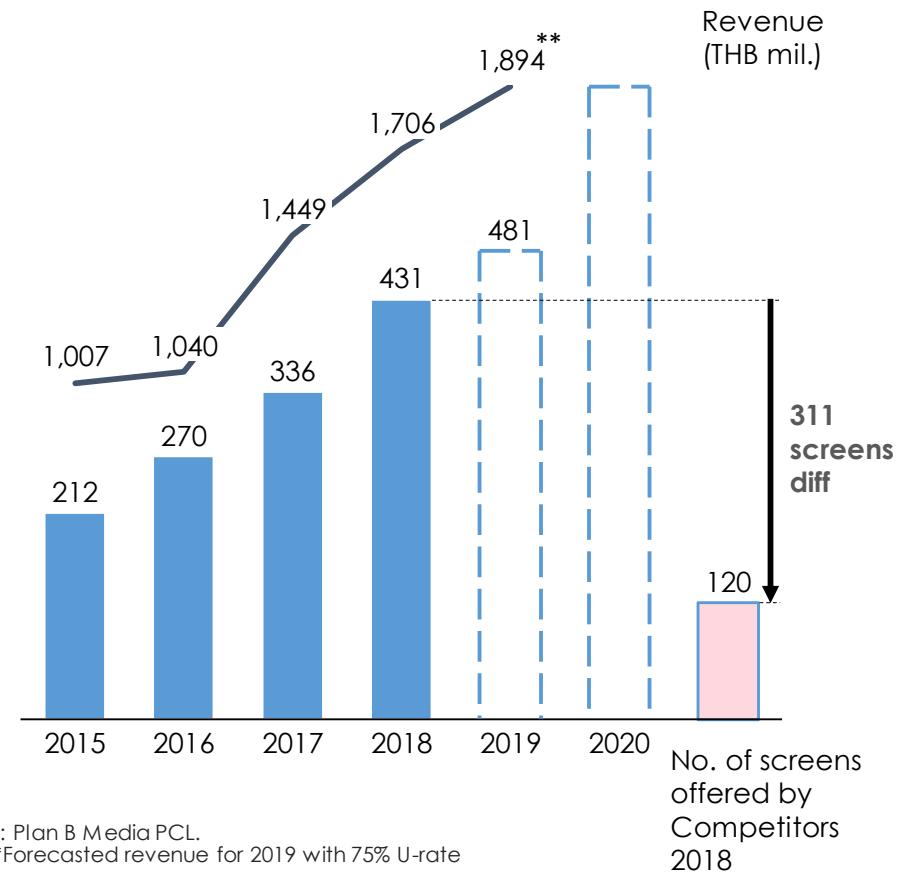
for drivers to avoid the routes affected from accidents

Explore traffic status around neighbourhood in real through CCTV camera

Leading Digital OOH provider with the largest network coverage in Thailand

No. of digital OOH screens and annual revenue

Unit: No. of screens.



Source: Plan B Media PCL.

Note: *Forecasted revenue for 2019 with 75% U-rate

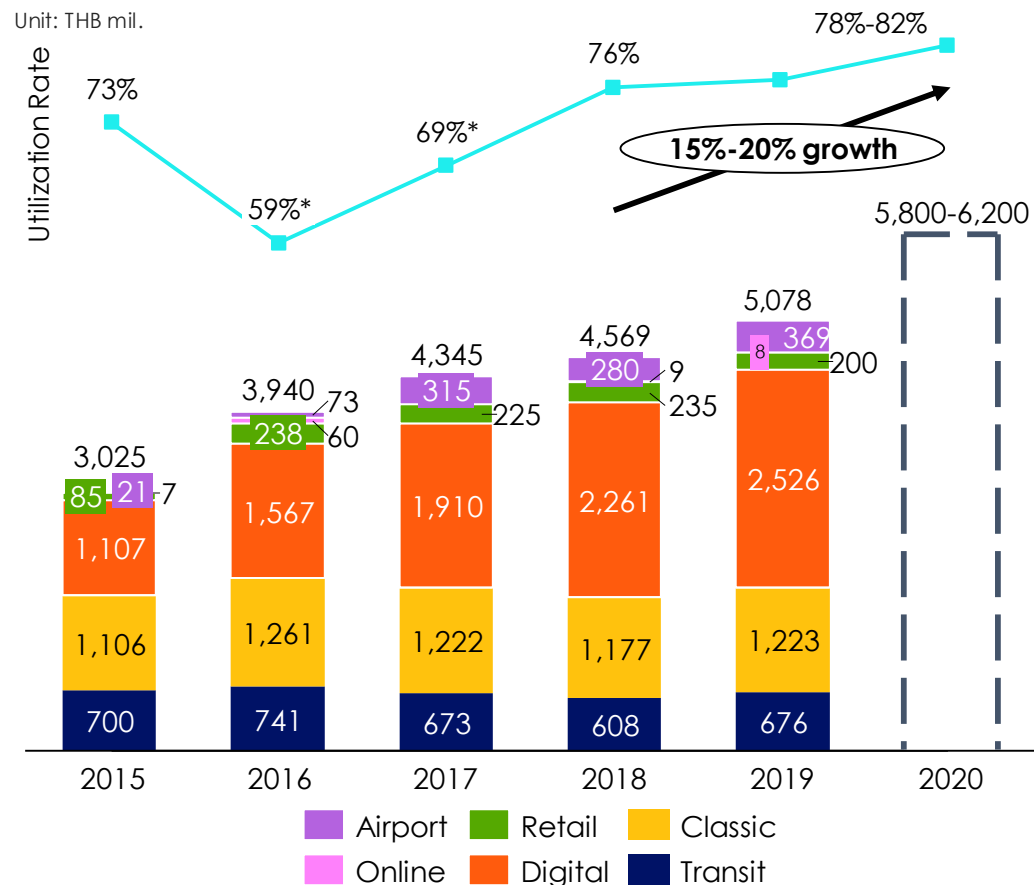
Opportunities across media portfolio to achieve target capacity growth


Potential growth across portfolio in 2019-2020 lead to 15-20% annual capacity increase

OOH portfolio need to be equipped with enhanced marketing tools to raise u-rate beyond standard


No. of Upcountry digital OOH screens and annual revenue

Unit: THB mil.






Bus Shelters in Bangkok
Strengthen Plan's B leading position in street furniture media






Point of sale media
Opportunity to convert trade promotion budget to media revenue by introducing point of sale media in convenience stores





Olympic 2020 and Asian game 2022
Capture larger share of marketing budget and raise utilization rate for our OOH media portfolio with Olympic content



Recent Business Development 2019

March 2019

May 2019



Investment in Falcon Media (Singapore)


- Total investment SGD 750,000
- Annual Revenue SGD 775,007
- % of Investment 30%
- Media Type Digital OOH
- Asset detail 5 LED screens
- Key strength Expansion plan over 20 locations in Singapore

 Static Media
  Digital Media



Investment in Splash Media

- Total investment THB 160.8 mil.
- Estimated revenue 2019 THB 103.8 mil.
- % of Investment 70%
- Media Type Static media
- Asset detail 79 Billboards (35bbs in Bangkok, 44bbs)
- Key strength Large size billboards in strategic locations with over 6 months backlog

 Static Media

Olympic Tokyo 2020 commercial rights plus Asian game 2022 as new engagement marketing drivers



Sport Marketing



4 Olympic programs + 1 ASEAN game

- Olympic Tokyo 2020
- Olympic winter game Beijing 2020
- Youth Olympic Dakar 2022
- Youth Olympic Winter game Lausanne 2020
- ASIAN game 2022



Key commercial rights

- Broadcasting rights
- Sponsorship rights
- Content rights



02

Collaboration
With VGI



The business collaboration of the top players in OOH industry

Transaction Summary

| | |
|-------------------------|---|
| % of investment | 18.6% of total shares <ol style="list-style-type: none">9.5% from existing shareholders9.1% from new shares issuance |
| Investment price | THB 6.40 per share |
| Total investment | THB 4,619.6mn |
| Proceed from PP | Cash of THB 2,258 mn |

Management and Control

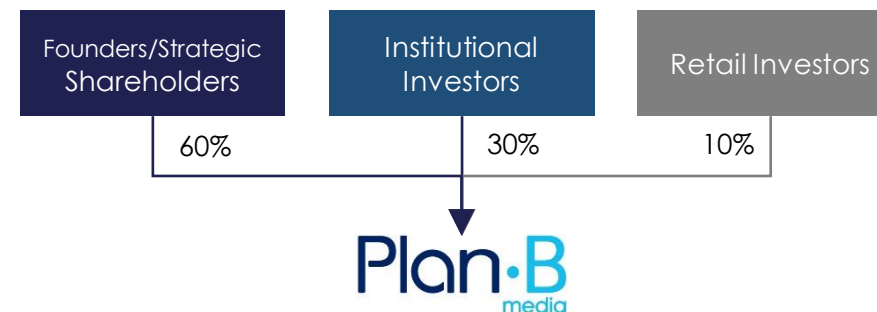
- No impact on Management
- 1 of 8 board representative from VGI, under good corporate governance to avoid potential conflict of interest

Rationale

- Centralize for cost savings including leverage proprietary system or technology. Hence, more overall cost efficient.
- Joint force to expand into new territories and explore other marketing channels
- Consolidate OOH media market with more than 12bn of media inventory
- Improve competitive positioning in THB 100bn media industry

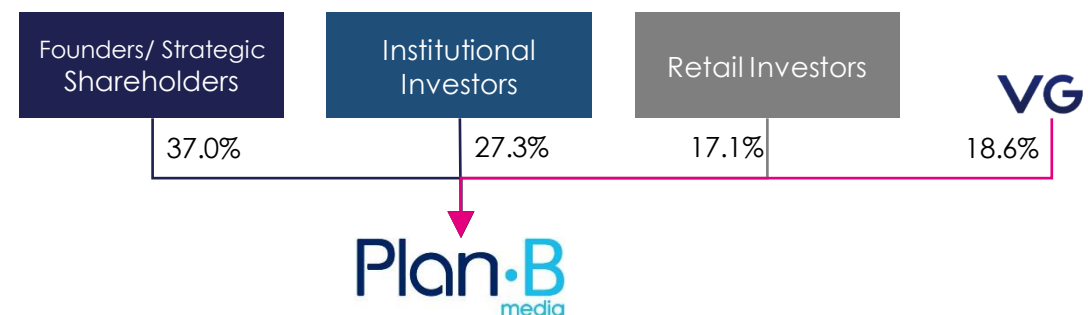
Pre-Investment Structure

Total shares of 3,529,607,365 shares



Post-Investment Structure

Total shares of 3,882,568,101 shares



Transforming marketing landscape

POWERFUL CONSOLIDATED OOH NETWORK



Plan.B

Retail

Digital

Classic

Airport

Transit

Office

VGI

UNIQUE MARKETING ENGAGEMENT



Sport



Music



eSport



Rabbit Services



Kerry Services



Direct to Consumer

Services from Partner

FLEXIBLE TRANSACTION PLATFORMS

DATA AND DATA MANAGEMENT PLATFORM

O2O SOLUTIONS



Awareness



Engagement & Loyalty



Conversion



Retarget

...With collaboration across The value chain

Deliver optimum value of OOH network



- Consolidation of over THB 12 bn worth of media assets to provide maximum breath and depth of consumer access
- Redesign products and packages to optimize reach for customer journey
- Improve media efficiency and measurement as keys to raise price and to maximize revenue

Centralizing for cost efficiency

- Manage new assets / concessions acquisition cost
- Sharing proprietary technology and big data for better understanding customer journey
- Leveraging increased marketing power to reduce selling expenses

Joint force to expand into new territories and explore other marketing channels

- Capturing over THB100 bn of media spending in Thailand and over USD 26 bn from SE Asia market
- Penetrate through other media platforms by leveraging core capabilities
 - Utilize enriched data to build flexible platform
 - Access to multi-platform marketing communication with engagement marketing

Short term
1-2 years



Collaboration Horizon



Long term
2-3 years

Deliver optimum value of OOH network

New Product – One of a kind

- Initiate new packages by combining media for superior impact
- Shifting to dynamic pricing based on peak hours



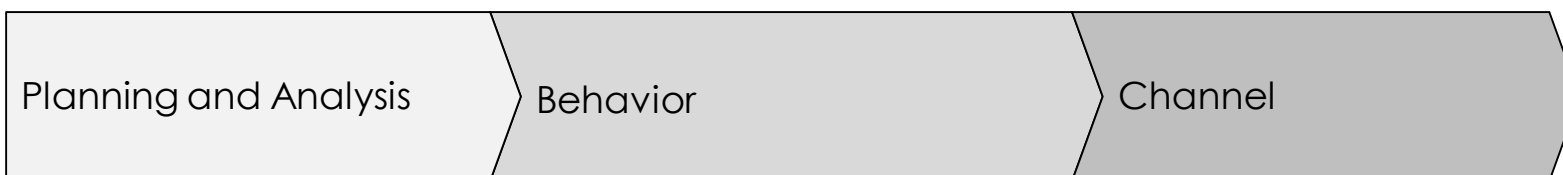
Strengthen existing product to raise price and utilization rate

- Create new product segment with reachable price to target SME
- Offering total marketing solution through media, contents, payment and logistics



Joint force to expand to new territories for THB 105 bn advertising budget

Provide Total Marketing solution and take larger share of wallet from others



Utilize Big Data for better efficiency

18 mn reachable

Engage with targets through quality contents and loyalty program

Over 80% reach

Communicate through various channels

100 % reach in Bangkok
70% reach upcountry

| | | | | | | |
|----------------------------|------------------|-----------------|----------------|-------------------------|---------------------------|---------|
| Data from Payment Platform | Rabbit Card | Loyalty program | Rabbit rewards | | OOH media | Office |
| | Rabbit Line Pay | | | | | Transit |
| | ... | | | Airport | | |
| Data from other Platform | Quality Contents | | Sport | Football | Gateway to Multi-Platform | Static |
| | | | | Thai league | | Digital |
| | | | | ... | | Retail |
| | | | Music | BNK48 | | ... |
| | | | | ... | | ... |
| eSport | PES2019 | Other contents | ... | Other advertising media | | |
| | | | | | | |

Plan.B
media

VGI

Plan.B
media

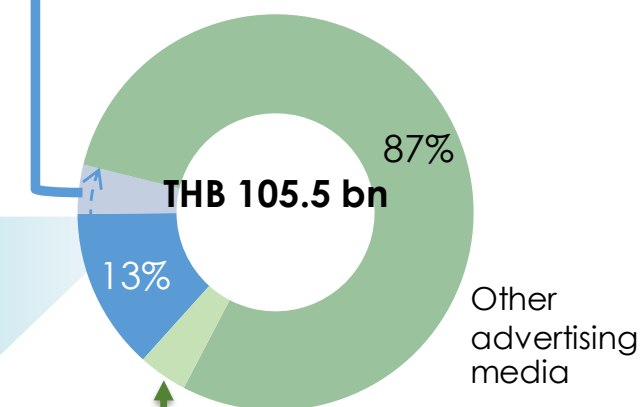
 Plan.B media

 VGI

15  Plan.B media VGI

 Potential Market

1. Increase penetration rate of OOH media by enhancing efficiency

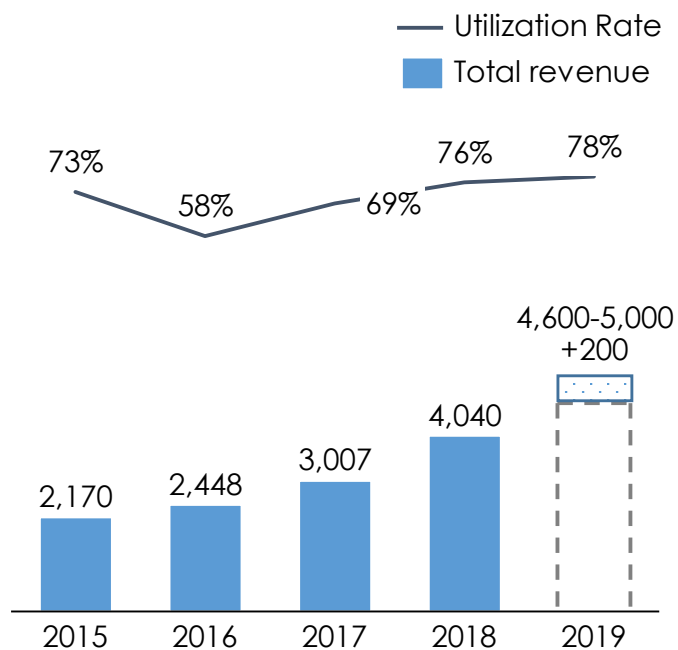


2. Offer multi-platform marketing solutions with powerful contents



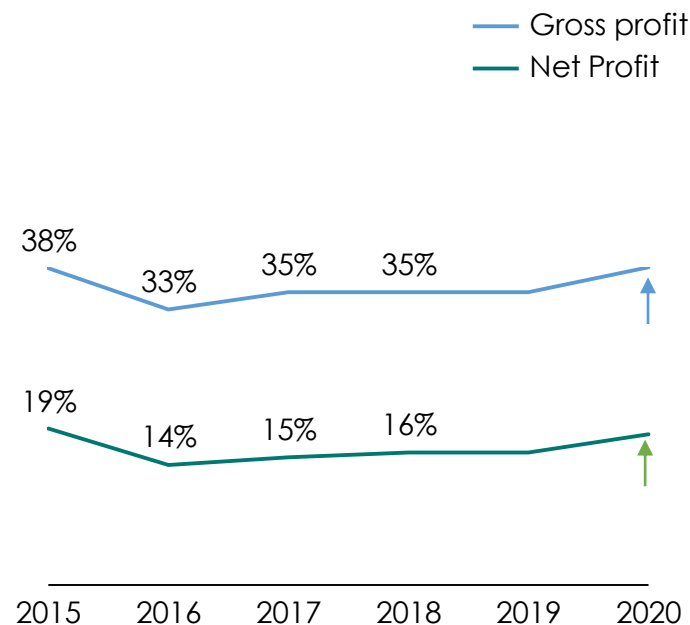
Opportunities from synergy to enhance financial performance

Boost top line instantly with new bundling package and improve u-rate



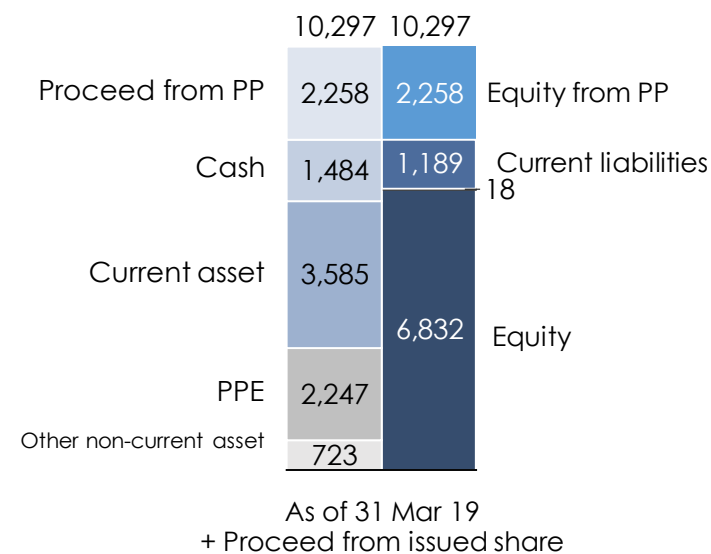
- THB 200 bn additional revenue from new package and media bundling with VGI

Profit margin expected to improve in medium terms from cost saving



- GPM and NPM expected to rebound to level of 2015 within 2-3 years

Healthy balance sheet, ready for future expansion



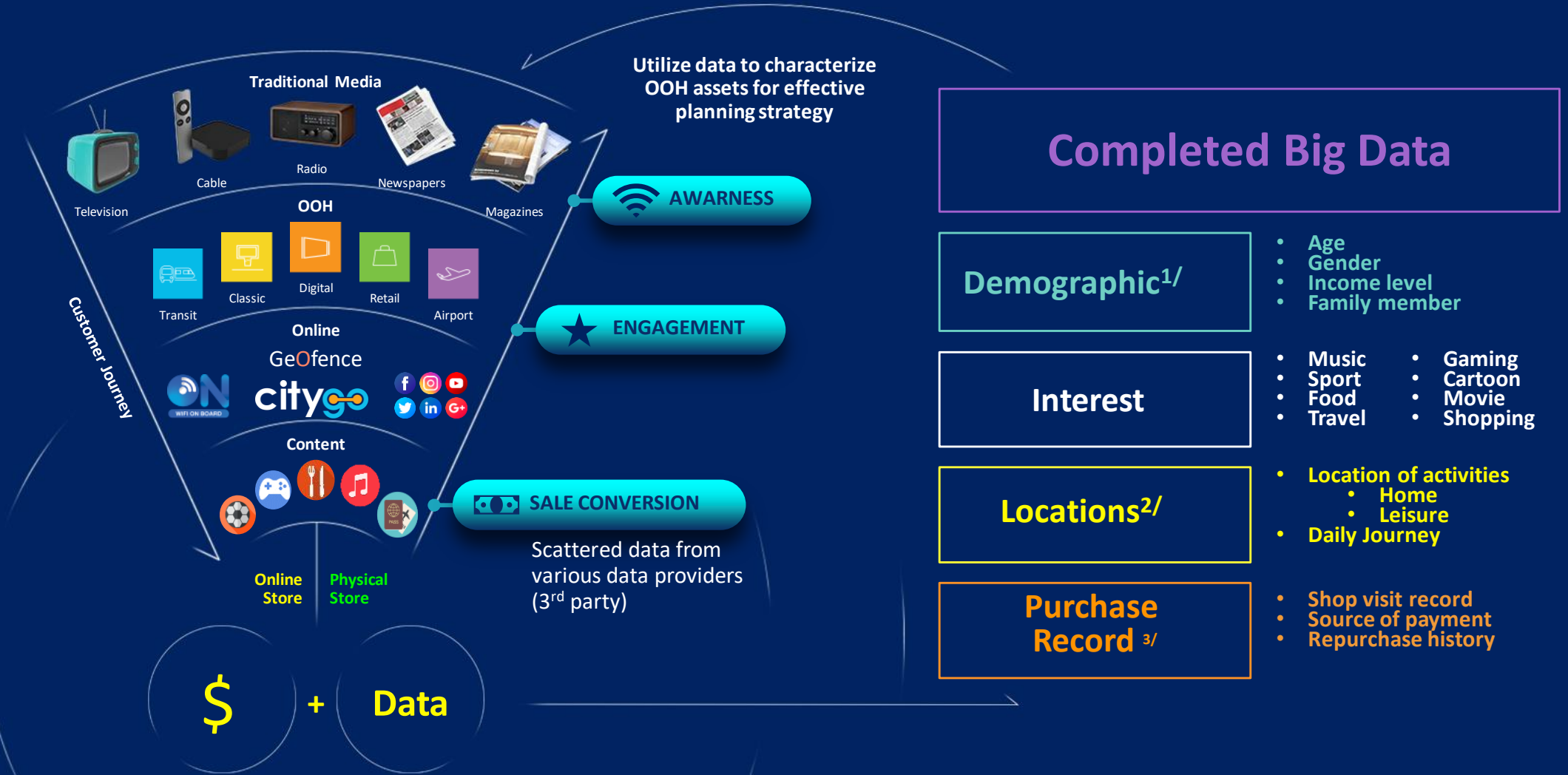
- Organic and Inorganic expansion for domestic and regional OOH business

03

The Engagement Marketing



Moving beyond awareness To engagement for better conversion

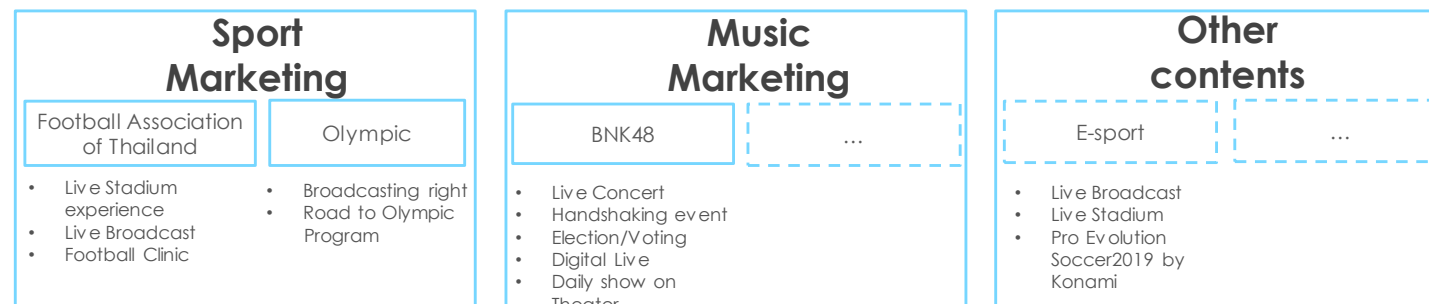


Engagement marketing and Multi-Platform

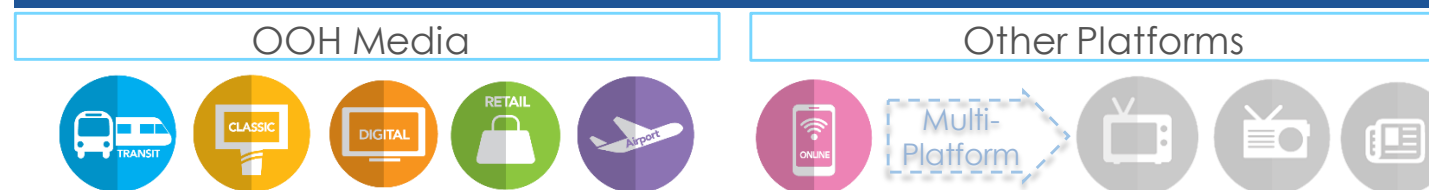
As key for converting target to purchaser



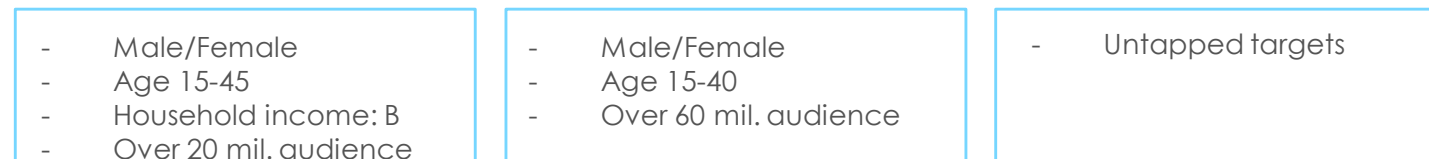
Engagement Marketing



The most diversified network in the country



Capturing all consumers' interest



Convert target group



The Success of growing Sport Marketing

Utilize media capacity to drive own content



- Promote content to reach its maximum exposure with our diversified out-of-Home media portfolio across Thailand
- Create value from spoilage media capacity

Gain bigger share of wallet by bundling packages



- Bundle sponsorship package with Plan B's media portfolio
- Gain bigger share of wallet from marketing budget

Gateway for multi-platform communications



- Penetrate through other media platforms with powerful contents
- Improve awareness and reach
- Key for marketing to younger generations



Raise OOH utilization with Engagement marketing



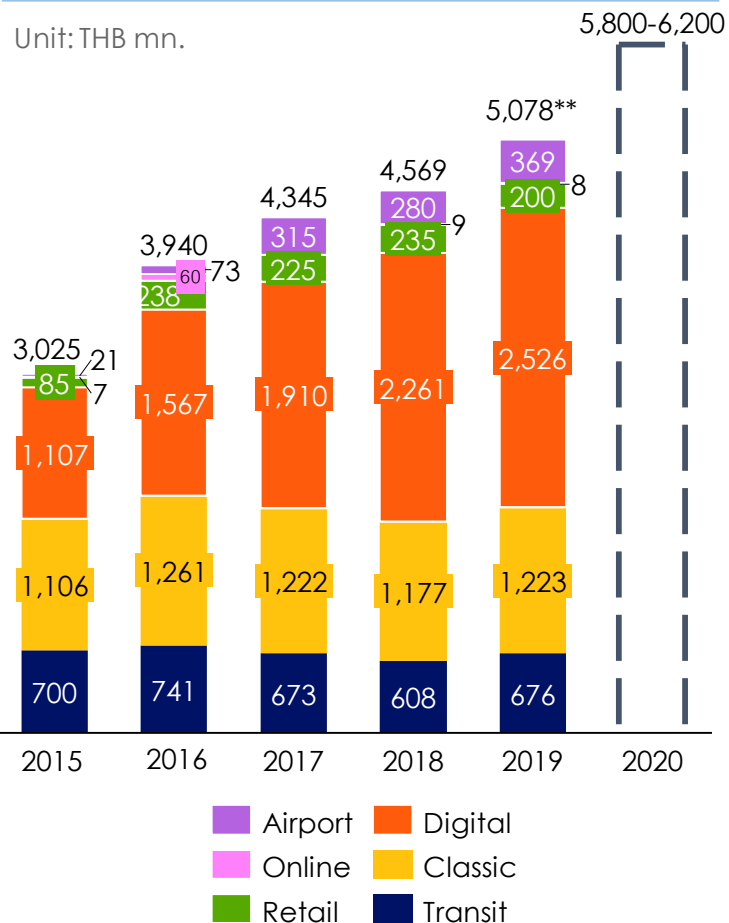
04

Operational Highlight 2019

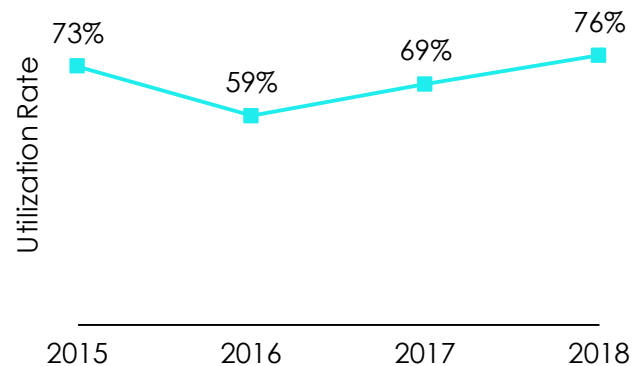


Continuous Expansion in 2019 plus second Revenue Engine

Capacity growth from major media platforms



Boost-up Utilization Rate



- Deployed agencies incentive scheme for low season
- Improved inventory management system

Double Engine Drivers

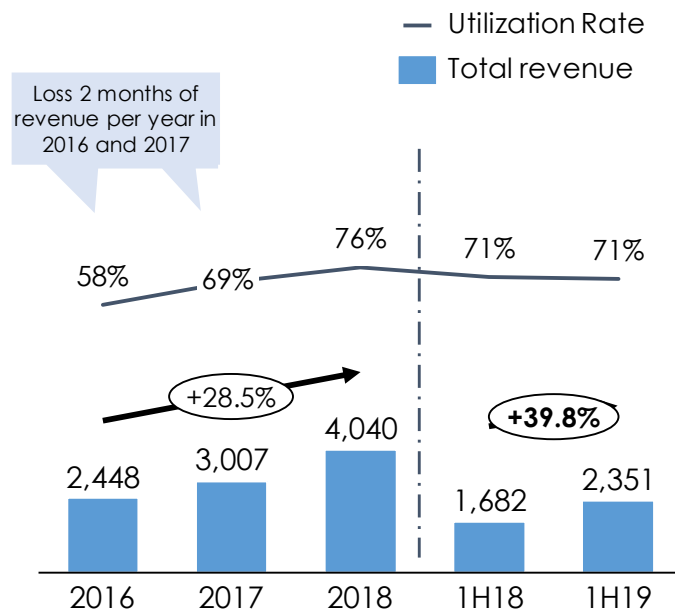


OOH Media
 +
 Engagement Marketing
 (Sport & Music Marketing)

Solid Revenue growth with strong Financial performance

Revenue continued to grow despite media interruption

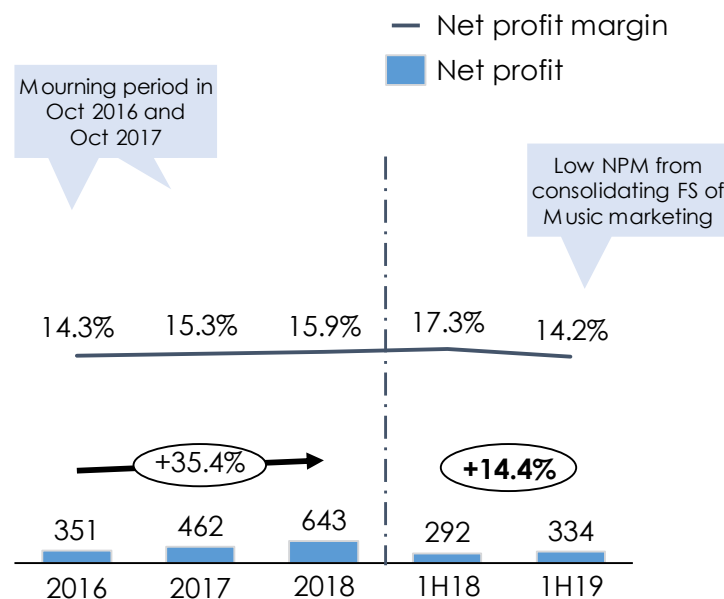
Unit: THB mn.



- Deliver high revenue growth driven by continuous investment in organic growth
- Growth from all media platforms and Engagement marketing business as a key drivers to drive better utilization

Opportunities to improve net profit margin as new media ramping up

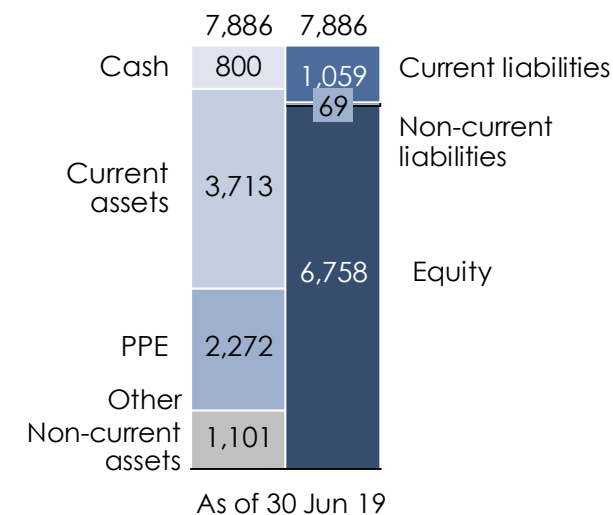
Unit: THB mn.



- Expecting net profit margin 2019 to rebound above 15%

Healthy Balance Sheet, ready for future expansion

Unit: THB mn.



- Healthy balance sheet, with low D/E ratio of 0.17 times-Room to raise debt for future organic and M&A activities

05

Guidance
2019



Guidance 2019

Indicative Indicators for Media Business

Management Focus

1. Domestic Capacity Expansion

Target capacity growth 10-15 %

- Invest and develop in the right assets to grow our market share
- International Expansion – Replicate OOH model to the region

2. Maximize overall utilization

Target overall utilization rate over 75%

- Price optimization
- Design better agencies incentive scheme
- Improve measurement tools to enhance media accountabilities

Guidance for Media Business

Targeted Sales Growth 15-20% (Excluding Engagement marketing business)

Gross Profit Margin >36%

Effective tax rate 16-18%

Capex for organic growth THB 700 mn – 800 mn / year

²⁵ **Dividend Policy** At least 50% dividend payout

Engagement Marketing Target 2019

SPORT MARKETING

Target Revenue for FAT

Unit: THB mn.

800

200

Merchandise

600

Sponsorship

2019

Management fee for Plan B 22.5%

Annual revenue growth 15-20%

Annual fixed cost THB 50 - 60 mil.

Potential growth area
1. Merchandise Revenue
2. Content Revenue

MUSIC MARKETING

Revenue Breakdown 2019

3%

22%

25%

50%

Digital Content

Theater

Sponsorship

Merchandise

2019

Annual revenue growth 15-20%

Net profit margin 25-30%

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Thank You

Plan-B

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WAY EASY PASS
โดยรถ 3 ล้อ



MOVING EXPERIENCE



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