MASTER AD PUBLIC COMPANY LIMITED

TO ENRICH LIFESTYLE **FOR BETTER LIFE**

SUSTAINABILITY REPORT 2018

maco

Master Ad Public Company Limited is the only out-of-home advertisement media service provider with a network covering all provinces in Thailand, consisting of over 2,000 strategic locations. Through our innovative technology, we communicate your messages with precision to your target consumers.

“TO ENRICH
LIFESTYLE FOR
BETTER LIFE”

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ESSO

Message from the Chairman

On behalf of the Board of Directors of Master Ad (Public) Co., Ltd. (MACO) I'm very glad to say that since the Company was founded and has operated until today, we have developed continual growth, especially in the year 2018 in which the Company has the breaking record of the highest performance by earning the revenue of Baht 1,748 Mn, net profit of Baht 273 Mn, growth of 86.8% and 23.04% respectively YoY.

This accounts for the shift from the static media to digital media at 36 screens covering 33 provinces including the investment ration at 81.65% in Trans Ad Solution Co., Ltd. - the company providing services of multi-media system and holding 89% share ratio in Roctec Technology Limited, Service provider of designing and system integrations, especially controlling system, linking system and the multi-media displaying as well as buying 60% shares from Gold Star Group Co., Ltd., expert in designing business and print media production whereas these investments are underlying potentiality of media production process and reducing the cost of the Company production.

The year 2018 is the year of the stepping stone when the Company operated according to the plan of vision and commitment to expansion of out of home advertising media network to South East Asia by holding the rights to manage out of home media in Malaysia and Indonesia through the investment in VGI Global Media (Malaysia) Sdn. Bhd. and to partner with VGI to establish VGI MACO (Singapore) in order to joint venture with Sinarmas Group, Indonesia. While accomplishing the joint venture company, the Company will follow through out of home media, payment system, and CRM Loyalty Program further.

Simultaneously, the Company will focus on the responsibility towards society sustainably as good governance and business ethics. by recognizing the essence of business impact on every stakeholder directly and indirectly.
In addition to the outside stakeholders, the Company still concerns about the inside stakeholders i.e. employees by focusing on the consciousness and specifying duties and responsibilities according to the Company's business plan as follows:

- MACO Media for Share Project Provide part of out of home advertising media space to be used as central media for publicize the activities for society free of charge for the government sector and private sector in charge of the society without profit earning. Sharing knowledge media of traffic through digital media of the Company.
- The operation on the responsibility of environment and society such as to concern about the safety of the employees, stakeholders and the communities nearby. By operating with safety in the construction of advertising billboards in every process, The environment inside the building management such as:
- Arranging the surrounding and atmosphere in working places with safety standard.
- Enhancing the quality of life of the personnel in the organization in morality, and ethics etc.
- Training to educate various aspects suitable for the personnel in each division regularly to develop the efficiency including the increase of potentiality in the operation as the strategic plan of the Company.

The Company aims to the development of the organization to be strong according to the strategic planned and strongly progress leading to the leader of out of home in full cycle in South East Asia Region in line with the responsibility for society, community and environment sustainably.

Mr. Mana Jantanayingyong
Chairman of the Board

About This Report

Master Ad Public Company Limited prepares this sustainability report for the first time "in accordance" with the Core option of the fourth generation of Sustainability Reporting Guidelines developed by Global Reporting Initiative (GRI) to disclose information on social, economic, and environmental performances during the period from 1 January to 31 December 2017. Furthermore, this report is prepared for use in determining guidelines for sustainable and socially responsible operations, disclosure of operational information to internal and external stakeholders, development and improvement of organizational sustainability, and organizational performance measurement and appraisal (other information not included in this report is published in 2017 Annual Report and on www.masterad.com).

Defining Report Content and Assessment of Material Aspects

The process used to define report content and assess material aspects in accord with GRI with consideration for important factors affecting the Company's business operations and expectations of direct and indirect stakeholders follows the key steps, including identification of material aspects, prioritization of material aspects, validation of material aspects, and review, which can be summarized as follows:

Step 1: Identification of Material Aspects

The process begins with identification of the aspects based on the impacts related to the Company's business activities, sustainability context, and stakeholders taking into consideration GRI Aspects and Company's relevance such as vision and mission and business strategy for sustainable growth.

Step 2: Prioritization of Material Aspects

The next step is to prioritize the aspects based on the level of impact from 1 to 3, signifying low, moderate, and high respectively, with respect to two areas related to the Company and stakeholders within sustainability context.

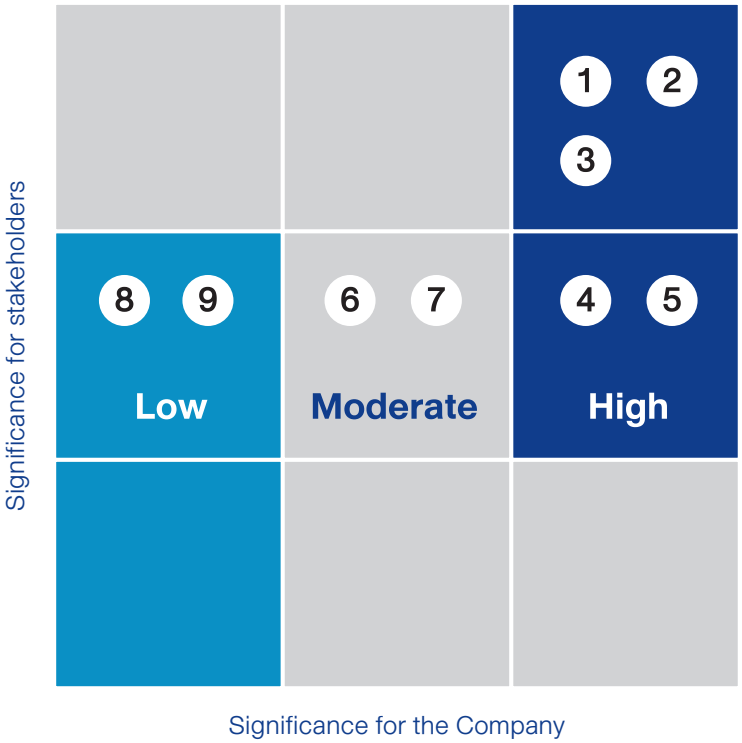
Step 3: Validation of Material Aspects

Identified material aspects are then submitted to the Corporate Governance Committee (CGC) who will consider and validate the assessment of material aspects, boundaries, and content to be reported on to ensure that relevant materiality has been covered and provide suggestions on report format.

Step 4: Review

The Company continues to review its sustainability report and information disclosure to ensure that the information disclosed is appropriate and consistent with the topics needed to be communicated and stakeholder expectations.

Assessment of Material Aspects



1. Good and sustainable corporate governance
2. Creative and worthwhile products
3. Customer relationship management
4. Employee development and training
5. Employee engagement
6. Energy efficiency
7. Responsibility towards consumers
8. Social and community development
9. Environmental management

Material Aspects			Aspect Boundary		UN's Sustainable Development Goal
			Within the organization	Outside of the organization	
Operations	1	Good and sustainable corporate governance	•	•	SDG 7 and SDG 12
	2	Energy efficiency			
	3	Environmental management			
Customers	4	Creative and worthwhile products	•	•	-
	5	Customer relationship management			
Employees	6	Employee development and training	•		SDG 7 SDG 5 and SDG 8
	7	Employee engagement			
Consumers and society	8	Responsibility towards consumers	•	•	SDG 3
	ก	Social and community development			

G4-31 You can search 2018 sustainability report data on our website www.masterad.com. Additionally, you can request for further information by contacting Marketing Communications Department, Master Ad Public Company Limited, Email: marcom@masterad.com, Telephone: + 66 (0) 2298 3388, Fax: + 66 (0) 2938 3388.

Organizational Profile

Master Ad Public Company Limited or MACO is an out of home advertising media service provider that offers a wide range of media platforms and sizes, installation locations, and presentation technology to meet the needs of diverse markets and consumers. It provides a full service that includes consulting, advertising media planning, production and installation of advertising media, marketing activities, and maintenance throughout the service period. MACO has installed advertising media in more than 2,000 strategic locations across the country.

Media category of company 5 categories as follows:

BILLBOARD

Large and medium sizes media billboards which install in the potential locations all over the country.

STREET FURNITURE

LED digital screen, Light Box and Tri-Vision media which installed in the heart of the city under 23 BTS SkyTrain stations and 19 major flyovers covered Bangkok area, Street furniture ads can cover large and widespread target groups. Meanwhile, we can specifically target audiences by focusing on area such as business districts, urban zones, residential areas, and other key locations for more attractive and great effect.

DIGITAL

modern technology images of Digital advertising media network serving the demand of brand and marketing people to access wide range of the consumers.

Creative OOH

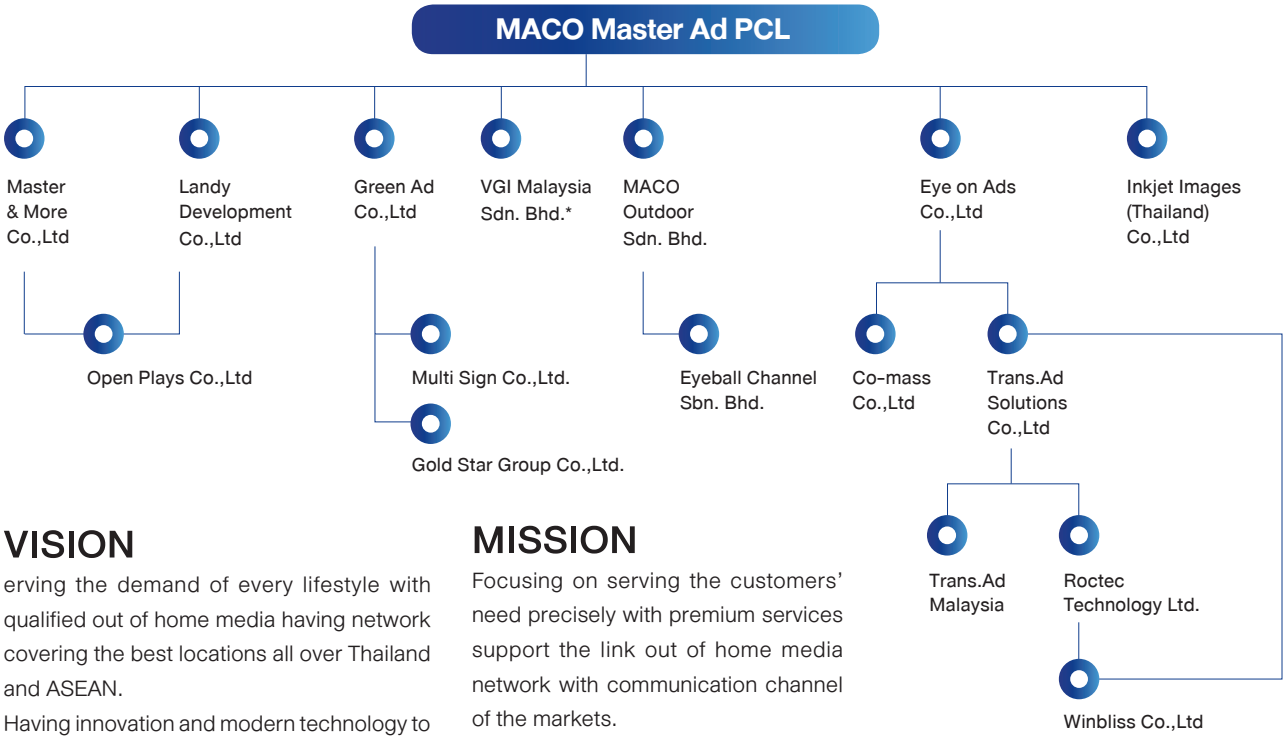
Marketing activities and Advertising media or specially made to order products according to the customers' demand can be divided into:

1. MADE TO ORDER
2. EVENT

Overseas Ads

Outdoor media service provider in many ASEAN countries, with the prime location, highways, business center, shopping area that is easily accessible to the targeted audience.

Group of company



VISION

erving the demand of every lifestyle with qualified out of home media having network covering the best locations all over Thailand and ASEAN.

Having innovation and modern technology to be able to link with on line and every market channel to serve the demand of every market channel.

Serving the marketing plan of the customers with good governance and responsibility to the society and environment

MISSION

Focusing on serving the customers' need precisely with premium services support the link out of home media network with communication channel of the markets.

In order to elevate lifestyles and lifestyle of people in the society to access the information appropriately with every lifestyle with participating and not only visual the media through the potentiality of out of home media.

Sustainability Strategy
To enrich lifestyles for better Life

Raises the living standards to enable people to property access information

maco Culture

Make a difference

Be creative, adaptable and does not attach to old framework or working style so that self, work team and organization development can be continuously achieved.

Adapt

Be aware of change, Acknowledge the company news and be thoughtful about the consequences that may occur to the organization. Able to adapt and to handle the change in an appropriate manner and time.

Caring

Recognize Client Need, Learn, understand, forecast and analyze the results from the needs of both internal and external clients. Able to instantly respond to client's needs. Realize the self-decision territory. Decrease the delay and increase the clarity in responding to the service.

Optimist

Capable of managing both in normal and in emergency situations. See the problem as an opportunity and seek a possibility in the work. Able to convert the crisis into opportunity.

Analysis and Consideration of the Roles of Stakeholders

MACO has analyzed and considered the roles of its stakeholders and taken the rights of all stakeholders seriously. Because we believe that stakeholders are important to the Company's sustainable growth and long-term success, we have taken steps to ensure that our stakeholders are treated properly, equitably, and fairly, as follows:

Stakeholder	Responsibility	Communication Process/Channel
Shareholders Investors	• Return an appropriate level of profits to shareholders. • Conduct business with due care, consider present and future risks, and ensure transparency. • Act in the best interest of shareholders and treat shareholders in an equitable manner as required by laws.	• Annual report. • Sustainability report. • Annual general meeting of shareholders. • Quarterly management's discussion and analysis (MD&A). • Quarterly business briefing. • Roadshow.
Customers	• Build customer satisfaction and trust, which are the key elements to achieve business success. • Provide quality services equal to or higher than expected at a fair price. • Provide accurate and adequate information to prevent misunderstanding about product or service quality and conditions. • Improve the quality and format of advertising media and innovative services to meet the needs of customers. • Conduct a customer satisfaction survey to maintain customer relationships and elicit opinions or complaints to help improve services.	• Joint meeting. • Relationship building activity. • Customer satisfaction survey. • Annual report. • Sustainability report. • Sales document.
Suppliers	• Create written procurement policy and procedures to ensure transparency, fairness, and accountability. • Strictly comply with supplier contract.	• Joint meeting. • Relationship building activity.

Stakeholder	Responsibility	Communication Process/Channel
Business competitors	• Adhere to competition laws and business code of conduct. • Support and promote free trade and conduct business with fairness.	• Competition policy and guidelines (published in Corporate Governance Handbook and Business Ethics).
Government agencies	• Comply with laws related to the Company's business including periodically disclosing performance information as required by relevant agencies. • Support government agencies' projects for the benefits of society and the nation.	• Public relations to promote government agencies' projects.
Mass media	• Disclose complete, accurate, and reliable information of the Company's performance.	• Quarterly management's discussion and analysis (MD&A). • Quarterly business briefing.
Employees	• Treat all employees equitably and respect employees' rights in accordance with Universal Declaration of Human Rights and relevant laws and regulations. • Provide employee training to develop personnel within and outside of organization. • Provide appropriate compensation and benefits. • Build employee engagement.	• Internal communication via MACO Intranet , MACO Radio , public relations board, e-mail , and website. • Annual seminar. • Happy Workplace Project. • Annual employee satisfaction survey. • Suggestion box.
Communities, society and the environment	• Grow sustainably while engaging in community, social, and environmental development. • Use the Company's advertisement space for social benefits. • Adopt the organizational management that is environmentally-friendly.	• Annual report. • Sustainability report. • Public relations. • Community and social activity.

Past Honors and Awards

1

Outstanding IR Award

In 2018 Master Ad (Public) Co., Ltd. has been granted **the Outstanding IR Award in SET Award 2018** among the groups of company with the stock values at Market Cap. between THB 3,000 - 10,000 Mn

2 Gold Award category of the Best Use of Billboard & Street Furniture: Group Large/Highway Billboard from the ADFEST 2018

TRANSFORM in the advertising campaign of Volvo Lightning-Powered Billboard on the large Billboards of the Company.

3 The certificate of company management on safety program

Department of Labor Protection and Welfare awarded the honorary Certificate Master Ad (Public) Co., Ltd. and Master and More Company Limited to certify that **the Company management on safety, Occupation, Health and Safety Program and surrounding in working place at the golden level.**

4 The certificate of the standard of prevention and problem solving of drugs in operating place

Department of Labor Protection and Welfare awarded the Certificate of: **"The standard of prevention and problem solving of drugs problems in the operating place"** to Master Ad (Public) Co., Ltd. to certify that the Company is capable to manage to prevent and problem solving of drugs problems in the operating place.

5 Business management ranking 2018 (Very good)

Master Ad (Public) Co., Ltd. has been assessed the business management ranking in 2018 at the very good level with total average grade at 83%

6 The annual general meeting (Excellent)

Master Ad (Public) Co., Ltd. has been assessed the annual shareholders' meeting held at the excellent level with the top scores at 100 scores

Sustainable Operations Policy

Master Ad Public Company Limited has operated an out of home advertising media business for many years while developing technology and innovation integrated media to enable brands to reach their target audience.

At the same time, the Company has continued to carry out "MACO for Share," a CSR project that devotes the space on advertising billboards to publicizing CSR activities organized by public and private non-profit organizations without charge.

Master Ad Public Company Limited has set a CSR policy and direction to lay down guidelines for its subsidiaries to operate in the same direction and in consistence with business type. The Company adheres to transparent and fair business practices and takes environmental management, employees' life quality improvement, and social and community development seriously. Under the concept of "To Enrich Lifestyles for Better Life," MACO raises the living standards to enable people to properly access information as follows:

1. Out of Home Advertising Media Network Expansion

To cover community areas, economic and commercial areas and road sides of main routes in order to serve the demand of the target customers towards the efficiently communication with the standard of billboard construction pursuant to the law and environment friendly.

2. Working Together with Subsidiaries

To join in the development of technologies with the existing database to develop advertising media to enhance the better potentiality of the products and services.

3. Data Analysis and Capacity Building

Training specific skills of each working office to the employees regularly in corporation with using technology with database from the alliances to implement including the analysis to add in the operation to elevate the ability of advertising media to be in line with the direction specified by the Company.

4. Moving into the Digital Age

To shift the advertising media model from static advertising media to "digital" screen advertising media both in Bangkok and major provinces all over Thailand in order to increase the varieties for products and services of the Company, yet increase the opportunity to generate more revenue for the Company.

5. Offline to Online (O2O)

To interface innovation and modern technology with offline advertising media to motivate the recognition in awareness to really access the information at the right person at the right place at the right time. For example, using Geofencing technology with the database of the alliances company (Rabbit Group) for selection of information to the target customer more specifically.

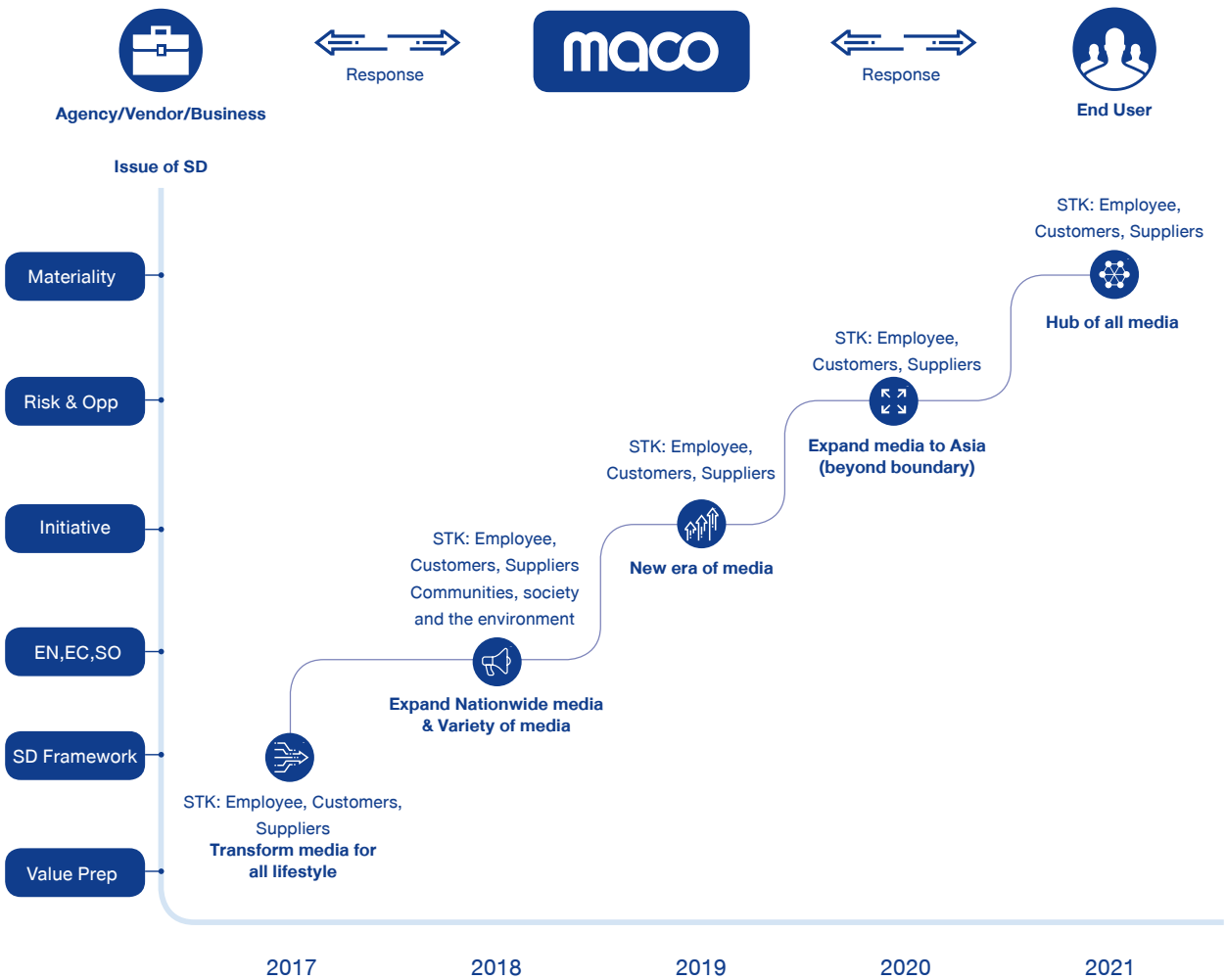
6. Towards AEC

Covering the expansion of Out of Home all over Thailand completely, the Company finds the opportunity to grow abroad through the strategy of joint venture with the potential companies and operates Out of Home Advertising Media in ASEAN countries to be the base of establishment of Out of Home Advertising media Kingdom more exclusively.

7. Hub of Media in Asia

The Company aims to be the hub of variety of media models in Asia and step up to be Number One of Out of Home advertising media operators which interface innovation of offline and online perfectly through varieties of media models covering Asia Continent.

Sustainability Development Roadmap : To enrich lifestyles for better Life



Economic Performance

Master Ad Public Company Limited
Sustainability Report 2018

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หน้ากากอนามัยทั่วไป
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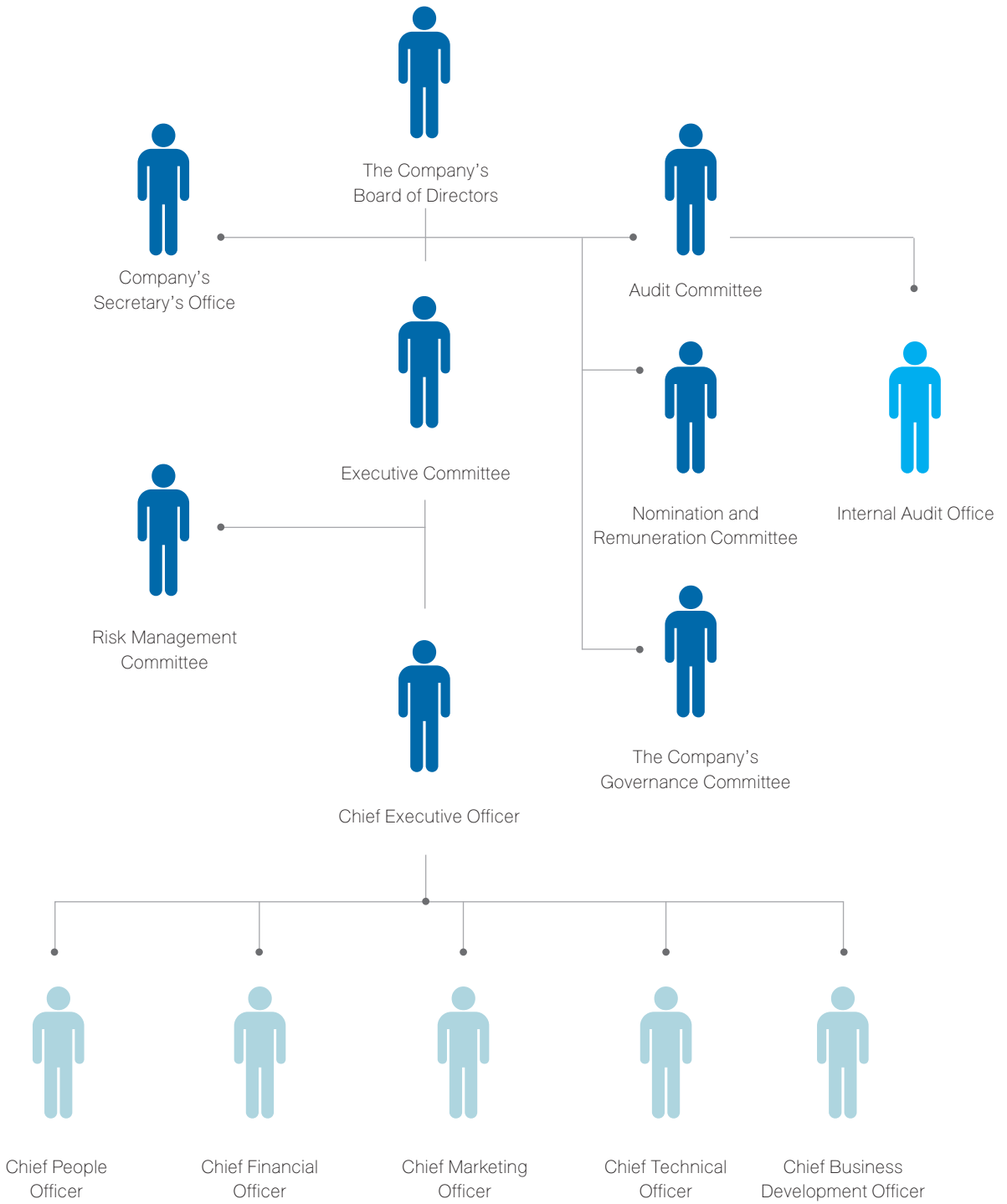
Economic Performance

Good and Sustainable Corporate Governance

Master Ad Public Company Limited takes corporate governance seriously and recognizes that business ethics is a part of the Company's business policy. The Board of Directors has thus developed written Good Corporate Governance Policy and Business Ethics and ensured that they are strictly complied with by executive directors and employees.

The Company has continuously reviewed its Good Corporate Governance Policy and Business Ethics, which cover such areas as responsibilities of the Board, shareholders' rights, equitable treatment of shareholders, roles of stakeholders, information disclosure, and transparency in line with the Principles of Good Corporate Governance developed by the Stock Exchange of Thailand and Thai IOD. To ensure that management is in compliance with the Principles of Good Corporate Governance and maintain a system of checks and balances, the Company's Board of Directors comprises individuals with diverse qualifications, who are able to exercise discretion independently to ensure efficient corporate governance and maximize shareholders' interest. The Company has also set up committees to consider and scrutinize special matters on behalf of the Board.

The Company's management structure



The Company's Good Corporate Governance System is not only evident in the business profits generated by the Company over the years but can also be seen from the performance assessment of the Board and Committees that is conducted annually to review the performance results, problems, and obstacles in order to make appropriate improvements. The results of the assessment conducted in 2018 can be summarized as follows:

Performance Assessment of the Board of Directors

Master Ad Public Company Limited requires its Board of Directors to conduct two types of self-assessments annually in line with the Principles of Good Corporate Governance to allow the Board to improve its performance. These two assessments include:

1.1 Self-assessment of the Board of Directors as a whole
1.2 Self-assessment of individual members of the Board

The following scoring system is used.

0 = Never conducted
1 = Seldom conducted
2 = Moderately conducted
3 = Well conducted
4 = Excellently conducted

The results of the self-assessment of the Board of Directors as a whole, which consists of six topics, are as follows:

(1) The Board's structure and qualifications	Good
(2) Roles, duties, and responsibilities of the Board	Good
(3) The Board's meeting	Good
(4) Directors' performance	Good
(5) Relationship with management	Good
(6) Director's self-improvement and management training	Good

The results of the self-assessment of individual members of the Board, which consists of three topics, are as follows:

(1) The Board's structure and qualifications	Good
(2) The Board's meeting	Good
(3) Roles, duties, and responsibilities of the Board	Good

Investor Relations Code of Conduct

MACO discloses important information relating to its operations in order to assist investors in making investment decisions in an accurate, adequate, and timely manner. It also provides equal opportunity for all concerned parties to access and inquire information. Employees are required to deal with investors honestly, fairly, and equitably and avoid receiving bribes that intent to induce improper performance or for personal benefit more than the benefit of the Company and stakeholders. To inquire about investor relations information, please use the following channels:

Investor Relations, Telephone: 02 273 8639
Email Address: pornprasert@masterad.com; ir@masterad.com
Company Secretary, Telephone: 02 938 3388 ext. 487
Email Address: tamonwan@masterad.com; sukjai@masterad.com
Website: http://www.masterad.com

Anti-Corruption

MACO strives to conduct its business in an ethical manner and with responsibility toward society and stakeholders, in accordance with the Principles of Good Corporate Governance and Business Code of Conduct. The Company has set responsibilities, guidelines, and rules for conducting business practices to prevent corruption. To ensure that business decision making and practices susceptible to fraud and corruption are conducted with care and caution, the Company has established guidelines for business conduct in line with Anti-Corruption Policy to set out measures against corruption of all forms, both direct and indirect, in management and audit processes. It has also taken steps to control fraud and corruption and provide anti-corruption knowledge to its directors, executives, employees of the Company and subsidiaries.

Risk Management

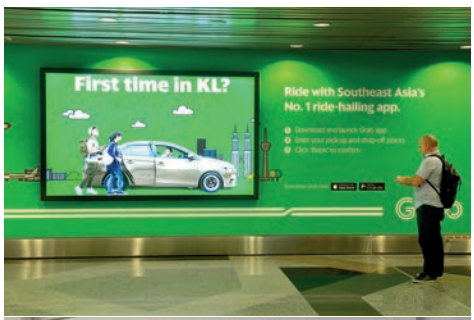
MACO recognizes the importance of risks and risk factors that may occur during the business conduct of the Company and has thus established the Risk Management Committee to consider the overall risks affecting the Company that are caused by internal and external factors, conduct risk assessment, and lay out risk management framework. The issues used by the Committee in its risk consideration and assessment derive from the Company's business plan that is prepared annually. The Committee adopts a risk management approach that is in line with the Company's objectives and strategic plans, conducts follow up, and reports the results of risk assessment and risk management methods and results to the Audit Committee. The Risk Management Committee has identified seven risks as follows:

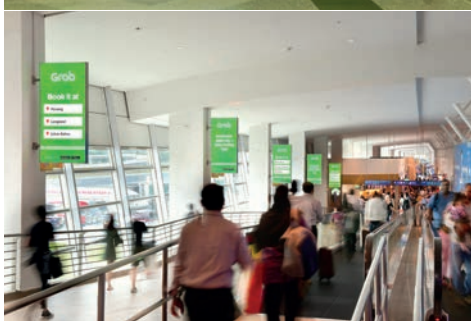
1. Risk associated with economic slowdown,
2. Counterparty risk,
3. Risk arising from changes in consumer behavior in the digital and online age,
4. Risk that may be caused by profit from new advertising media failing to meet expectation.
5. Legal risk associated with advertising billboard and accident,
6. Risk from failure to renew concession or lease contract,
7. Risk from reliance on major agencies,

The Company's risk information is published in its 2018 Annual Report under "Risk Factor."

Worthwhile products and creative Products

The Company aims to create and maintain the leadership of Out of Home Advertising Media available to be in line with the lifestyle of the consumers today for the sustainable growth of the Company through the expansion of investment strategy through potential advertising media in the country and abroad. Considering the foundation of the potentiality of business model including focusing on the investment under the expert of the Company. In 2018, the Company announced the strategy towards the expansion of installation points to embed in ASEAN by buying the shares of VGI Global Media (Malaysia) to be the representative of VGI Group to expand out of home Advertising Media abroad and establish VGI MACO (Singapore) Private Limited to invest in Advertising Media business in ASEAN Region and expand the investment to Indonesia through VGI MACO by joint venture with BELINO Investments Limited ("Belino") to operate out of home advertising media, payment system and CRM Loyalty Program in Indonesia as well as Transforming static to digital) expected to complete in 2019





CRM Management

In addition to have valuable and creative products, CRM Management with the customers are an essential part which enhance the sustainability of the Company, therefore the CRM with agencies will be managed to keep good relationship. The Company based on “The operation with Transparency” i.e. fairness, by assuring the customers of the efficiency and quality of the media produced by the Company to make the best decision and most worth the value of money before choosing to buy media for public relation by publicize E-newsletter every month.

Furthermore, the Company has provided sale kit to specify information of such media completely for the customer’ decision and also to update information related to media and knowledge in marketing field to the customers through various communication channels such as Direct mail etc. Moreover, the Company emphasizes on good relationship with the customers continually through CRM activities to impress and warm feeling for the customer in creating good activities for close relationship and repeating the Brand and Brand Loyalty of the customers apart from fast and good quality services and on timely basis as mentioned in the contract with the customers.

Economic Performance

In 2018, the Company earned the revenue as presented in the Financial Report totaling Baht 1,747.50 Mn, increasing by Baht 811.84 Mn or 86.77% YoY.

	2018 (Mn Baht)	2017 (Mn Baht)	Percent Comparison
Revenue from Management and Sales	1,747.50	935.66	86.77
Cost of Sales or Services	900.48	389.64	131.11
Gross Profit/Loss	847.02	546.02	55.13
Profit before interest Taxes Depreciation and Amortization	444.00	342.00	29.82
Net Profit	272.62	220.86	23.43

Details of the Company's economic operation results are published in its 2018 Annual Report under "Management Discussion and Analysis."

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คาดเข็มขัดนะครับ
สนใจโฆษณาติดต่อ 02 938 3388
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(043) 722-004
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Social Performance

Master Ad Public Company Limited
Sustainability Report 2018

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Social Performance

The Company's approach to social, community, and environmental responsibility focuses on promoting employee consciousness and set out the following responsibilities in the Company's business plan:

Corporate Social Responsibility in Process

- Provide part of advertising media space under the management of MACO to be used as central medium for publicize the project or activities for society such as participate in PR for Project "Bikers wearing safety helmet of Phrae Province" together with Phrae Provincial Police and private sectors and participate in the campaign of Driving Awareness. Being the medium to notify movement in emergency events incurred locally such as Pla Buek Storm. Notifying the PM dust level through digital media incorporated.

- Transform the light bulbs from spot light to LED in Advertising Media of the Company. to adjust the brightness level on the advertising screen light to be at the safety level for communities and standard specified by law, to reduce energy consumption and conform to the government offices to safe electricity power and the nearby community by organizing training on safety billboards construction process in every step including the training on several fields of knowledge suitable for employees in each organization regularly to continually develop their knowledge and potentiality in their work.

- To recognize he safety of the employees, people concerned and the nearby community by organizing training on safety on billboards construction process in every step including the training on several fields of knowledge suitable for employees in each organization regularly to continually develop their knowledge and potentiality in their work. And while the violent crisis of dust PM 2.5 coined in, the Company realized the essence of such occurrence, therefore publicize it to the employees to self-guard from dust throughout the period of the crisis as well as distributing safety masks N 95 to the employees as well.

Treatment of Employees

MACO treats all employees equitably and fairly and respects basic human rights in accordance with international standards, relevant laws, and regulations from the recruitment process that provides equal employment opportunity to the performance assessment, assignment, promotion, and compensation which are considered based on job title, the Company's long and short term operation results, and departmental performance results (through an online assessment system and a superior and assessed employee participate in the assessment twice a year) to ensure (a) internal fairness, (b) ability to compete with other companies, and (c) employee incentive.

Furthermore, the Company takes wellbeing, occupational health, safety of life and property, and work environment of employees seriously. It has promoted good workplace culture and environment and team working and provided equal opportunity for career advancement to all employees. The Company recognizes the importance of employees' capability and focuses on personnel development to improve working and life quality by continuously offering in-house and public training. Training programs include skills and performance efficiency improvement course, management course focusing on management of work and subordinates, and functional course focusing on capacity building of specific functions.

To serve as a guideline for promoting performance efficiency and achieving the Company's vision, mission, and goals, the Company has identified the Core Competency to be used as a tool for planning Individual Development Program (IDP). The Company uses the principles of Competency Base Training to develop its employees to be able to efficiently and sustainably respond to policies and plans, as well as the Company's vision, mission, and goals. Employee training programs are continuously offered to improve both working and life quality.

MACO has organized activities and communicated through various channels to encourage Core Competency behavior or what we call MACO Culture which consists of the following four cultures:

Make a Difference

- Suggest novel ideas to improve work.
- Find a working approach that is clearly different from and better than the existing one.
- Do not be fixated on old working framework.
- Possess thinking and working tactics.
- Participate in working process improvement to increase efficiency.

Adapt

- Continue to increase and improve personal and team's knowledge and skills.
- Get your work done personally to create a better and stand out result.
- Continue to improve your working process.
- Stay informed of changes, able to adapt and deal with situation.
- Stay on rend.
- Able to apply to achieve results.

Caring

- Deliver a prompt and above-and-beyond response to the needs of customers within and outside of the Company.
- Provide information inquired by concerned parties together with sustainable preventive and problem-solving guidance.
- Always care for customers and use customer needs and information to improve your work.

Optimist

- Devote yourself entirely to your and related work.
- Willing to help others.
- Cooperate with the Company in every mission.
- Able to work in team.
- Be optimistic and think positively.
- Try hard to achieve your goals and do not be discouraged.

Moreover, the Company has organized activities to build organizational relationship and offered the following benefits to boost employee morale and create a sense of career security for employees and their families.

1. Group accident insurance
2. Group health insurance
3. Annual health checkup
4. Graduation gift
5. Funeral cost assistance
6. Long service award
7. Compensation fund
8. Social security fund
9. Provident fund
10. Annual tour
11. Sport Event-New Year celebration party
12. Festival party
13. Food, drink, and medicine assistance
14. Wedding gift
15. Newborn baby gift
16. Birthday gift
17. Get well gift for employee and family whose admitted to the hospital

Annual health checkup

Annual health checkup is a basic health care benefit offered to employees to ensure their good health and wellbeing. The Company also offers a free health checkup for employees' families and communities living around the Company once per year. In 2018, in addition to the annual health checkup, employees received hepatitis B and influenza vaccinations.

Including each year, the company has joined the hospital in the project of the National Health Security Office free health check for employees, family of employees, and surrounding communities which is considered a follow-up of the employee's health examination as well

New Year Celebration Party and Annual Tour

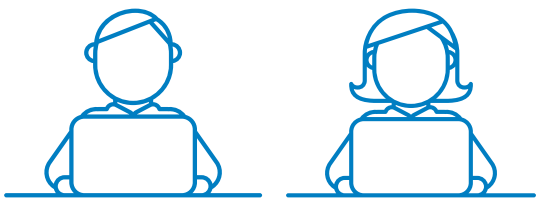
The Company has provided various recreational activities, such as the annual tourism activities, in addition to having the objective to allow employees to relax from work stress and help employees get to know each other more closely through team building activities. Also supported the budget for fostering a relationship, Including various parties of each agency and the New Year party for the entire organization as well

Employees

As of 31 December 2018, the Company has 218 employees
from Master Ad Group which include:

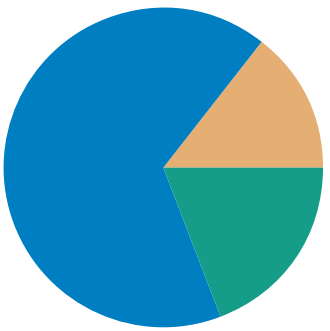
- Master Ad Public Company Limited
- Master & More Company Limited
- Eye on Ads Company Limited
- Multi sign Company Limited
- COMASS Company Limited
- Inkjet Images (Thailand) Company Limited
- Gold Star Group Company Limited
- Trans.Ad Solution Company Limited
- Winbliss Company Limited
- Trans.Ad Malaysia Company Limited
- VGI Malaysia Sdn.Bhd.
- MACO Outdoor Sdn.Bhd.
- VGI MACO Singapore Limited
- Roctec Technology

by Gender



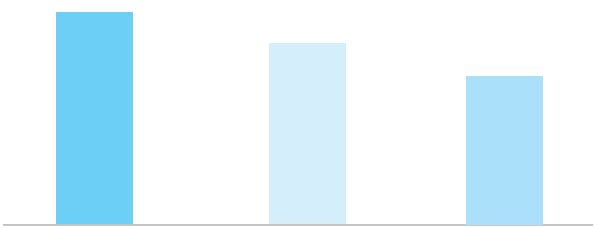
Male 306 persons | **Female 172 persons**

by Age



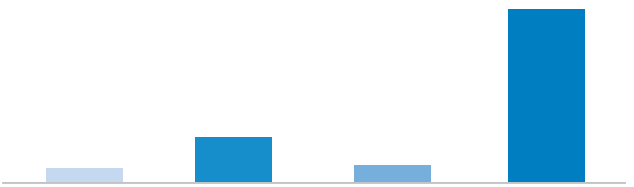
- Age less than 30 years old **92 persons**
- Age between 30 to 50 years old **317 persons**
- Age more than 50 years old **69 persons**

by Service Year



Less than 5 years	5 to 10 years	More than 10 years
187 persons	**160** persons	**131** persons

by Position Level



Executive level	Manager level	Chief level	Practitioner level
26 persons	**88** persons	**28** persons	**336** persons

Training Hours, Leaves, Accidents or Critical Illness at Work, and Labor Disputes in 2018

Training hours	10,226	Hours
Average training hours per person	21.40	Hours
Average sick leaves per year	2.72	Days
Average errand leaves per year	1.59	Days
Average holiday leaves per year	5.70	Days
Other leaves	22	Times
Accidents or critical illness at work	2	Times
Labor disputes	0	Times

A survey of employee satisfaction towards the Company (conducted to gain a better understanding of employees' needs) and a survey of employee satisfaction in working with the Company (conducted to listen to problems, obstacles, and suggestions from employees) found that the overall employee satisfaction level towards and in working with the Company was high.

	Topics	%
1	Awareness of the objectives of work or expectation of the Company clearly	85.8
2	Work Challenges, fully using knowledge, skills and expertise	83.1
3	Opportunity to grow up while working with the organization	74.3
4	Relationship with supervisors	89.0
5	Relationship with colleagues	88.9
6	Assessment of performance is fair and definite KPI, appropriately	80.1
7	Receiving reward or bonus compensation appropriately with the good performance	77.0
8	Having tools and equipment for work sufficiently and appropriately	79.8
9	Communication channels and receive clear and sufficient information inside the organization	86.7
10	Satisfy with the fringe benefit and care provided by the organization and working atmosphere between working offices	79.9
	Average scores	82.5

To raise the employee satisfaction to an appropriate level, the Company has planned to restructure the organizational structure to be in line with the direction and vision set out by the Company and to implement individual development plan to increase employees' capacity and readiness to become an important part in business driving in the direction desired by the Company.

Responsibility Towards Consumers

As a leading company in advertising media business, the Company places importance on advertising media standards, especially safety, whether it is during media installation or viewing process. The Company regularly conducts a study, assessment, and improvement of media impacts on consumers such as an inspection of advertising media to ensure safety of surrounding communities.

Furthermore, the Company respects the private rights of customers and consumers and shall not disclose personal information of advertisement buyers or use that information to seek any benefits that are not associated with the Company's business without information owners' consent. Contracts or agreements between the Company and suppliers and customers are fairly made using a clear and easy-to-understand language and without any unfair terms and conditions or contract period that is too long. The Company allows its counterparties to study and make inquiry about information in the advertising media purchase or production contract before signing.

Social and Community Development

MACO takes part in social and community development by publicizing social contribution activities to inform communities and pass on the gift of generosity to others. In 2017, the Company participated in and carried out the following project:

MACO Media for CSR

The Company participate in society by setting up a policy to offer part of advertising space organizations, organization for charity or any organization to use as communication information related to the responsibility for the society in MACO Media for CSR. Whereas, the Company communicates such policy through media of the Company to public all over the place such as joining in being the medium for project promotion e.g. "Bikers wearing safety helmet of Phrae Province" in corporation with Phrae Province Police and private sectors. Also participate in the campaign for emphasizing safety awareness in safety travelling by communicating through advertising media screen e.g. Drive safely campaign. wearing seat belts. and drive with speed limit specified by law.

Medical Check-up Activities for employees and community nearby.

The company arranges fee check-up program for employees and community in Lat Phrao 19 Alley. and the nearby community free of charge every year.

Distributing safety mask PM.2.5 Activities

The Company realizes the crisis of such issue, therefore distributing safety mask N95 to the employees and provide suggestion to protect dust throughout the period of such crisis.

Environmental Performance

Master Ad Public Company Limited
Sustainability Report 2018

รู้เหตุ & รู้ป้องกัน ฝุ่นจิ๋ว PM 2.5

Energy efficiency

Environmental management

The Company uses electricity to provide lights to out of home advertising media located in community zones and economic districts in important provinces across the country. The Company has therefore cared about and paid attention to the impact of media lights on nearby communities which may cause dangers to or affect visualization of drivers. The Company has replaced billboard spotlights with LED bulbs and adjusted the digital screen light in accordance with safety standards required by laws.

During the past year, the Company has transformed the lighting systems of every kind of LED bulb instead of spotlight to lighten the billboards for the efficiency of the display of advertising pictures, reducing the maintenance cost for lighting system and electricity system, in the advertising boxes. By transforming light bulbs in the office to LED according to the Ministry of Energy project enhance environment preservation, energy saving including expenses saving related to energy was up to Baht 192,369.96 Mn in 1-year period.

In term of safety, the Company and the affiliated companies have been awarded of the safety management occupation, Health and Safety and surrounding of working and working places at Gold Level from the Department of Labor protection and Welfare to guarantee that the Company recognizes the significance and operates safety measures continually. It is the activity organized to preventive measures campaign in the premises including employees of the organization, contractors, sub-contractors as well as surrounding of working to promote sustainable working.

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