

### 3. Driving Business for Sustainability

#### 3.1 Policy and Goal for Sustainability Management

Board of Director play the key role in decision making for the best interests of the company and Stakeholders determine policies and directions for sustainability. The vision, mission and operating policy framework have been set from the management team who are driving the organization by focusing on cultivating employees' awareness of participation and importance of sustainability along with operation. Enhancing employee to understand and lead sustainability practices in order for the Company's business operations as well as have a positive impact on the economy, society and environment. According to the company's commitment to "Create and produce content programs through all channels of unified communication to be in line with every era in order to create popularity, good performance and social responsibility. Being ready to develop professional personnel continuously for sustainable growth of the organization."

#### 3.1.1 Management Goal of Corporate Sustainability

The company has adopted sustainability issues in line with all 17 United Nations goals (Sustainable Development Goals: SDGs) in the development of integrating and participating sustainability of economic dimension, society, and environment. It has been formulated as a framework for sustainability according to 8 long-term development goals as following;



#### 1. Health and well-being:

Promote well-being and good health for company employees



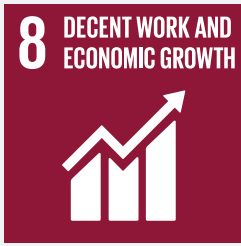
#### 2. Quality education:

Promote learning and training for employees



#### 3. Gender equality:

Promote gender equality and gender discrimination



#### **4. Decent work and Economic Growth:**

Protect labor rights and promote a safe and secure working environment for employees



#### **5. Sustainable cities and communities:**

Realize the importance of responsibility to the community and society by bringing business experiences to create concrete benefits to the community



#### **6. Solve the problem of global warming:**

Promote controls to prevent, reduce, manage, and ensure that the Group will not create or cause any negative impact to the environment



#### **7. Consume and produce responsibly:**

Focus on providing quality service with the business operation of responsibility to the consumers, comply with relevant laws and standards as well as take into account the safety, fairness and retention of customer data



#### **8. Peace, justice and strong institutions:**

Realize the importance of anti-corruption in all forms by conducting business with transparency Legitimate and beneficial to society

### **3.2 Managing impact on stakeholders in the business value chain**

#### **3.2.1 Identifying stakeholders in the value chain**

Maintaining the relationships with stakeholders involved in the business chain that helps driving of company's business operations to achieve the goals. It is an important matter that the Company considers and focuses on building and maintaining a good long-term relationship between each other as well as seek continuous cooperation with stakeholders in the supply chain from upstream, midstream until downstream. In addition, the company also maintains and increases the level of participation and consultation with stakeholders so that they can understand, access, and respond appropriately to the expectations of stakeholders in both social and environmental dimensions.

Value Chain Stakeholder Identification Table

Stakeholders affected by the Company's business operation	Economy		Society		Environment		Stakeholders that are significant to the Company's business operation
1. Shareholder/Investor	\	\	\	\	\	\	1. Shareholder/Investor
2. Creditor/Financial Institution	\	\	\	\			2. Creditor/Financial Institution
3. Business Partner	\	\	\	\		\	3. Business Partner
4. Regulator		\	\	\	\	\	4. Regulator
5. Competitor		\					5. Competitor
6. Partner	\	\	\	\	\	\	6. Partner
7. Customer	\	\	\	\	\		7. Customer
8. Employee	\	\	\	\	\	\	8. Employee
9. Community/Society	\	\	\	\	\	\	9. Community/Society
10. Public Relations		\		\		\	10. Public Relations

### 3.3 Sustainability Management in Environmental Dimension

#### 3.3.1 Environmental Policies and Practices

The company is aware of the importance of the environment. The company group operate and control to prevent, reduce, manage, and ensure that the Group will not create or cause any negative impact on the environment. It covers the use of raw materials, power consumption (for production, transportation or in the office) water use, use of renewable resources, care and restoration of biodiversity affected by business operation, emission and management of waste arising from business operations and greenhouse gas emissions, etc.

Currently, the company has no plan to disclose greenhouse gas emission data due to the nature of the business of Company group does not produce greenhouse gas directly in large quantity. However, the company recognizes the indirect greenhouse gas emission through the use of resource in the office and during filming set as well as the generation of greenhouse gas by the Company's suppliers. If the company decides to provide information of greenhouse gas emission in future, the company will inform investors and discloses in accordance with the relevant rules. However, although the Company group has not yet available greenhouse gas emission, but the Company group is committed to take actions in order to prevent, reduce, manage and ensure that the Group will not create or cause any negative impact on the environment or else prevent the impact as little as possible.

#### Environmental practice.

1. Make understanding both positive and negative environmental impacts from any activities.
2. Promote organizing culture that all employees are aware of and participate in inventing and seeking way to reduce the use of resources in order to minimize the impact on environment, community and society.
3. Commitment to ongoing environmental action by implementing projects or maintaining processes. The goal is to reduce the amount of environmental impact caused by the company's operations.
4. Promote environmental sustainability within the supply chain by selecting business partners/contractors that consider the ability in environmental management in which compliance to the company

**Commitment:** Recognized as a supporting organization and campaign to reduce environmental problems.

**Goal:** Minimize the environmental impact as much as possible.

### 3.3.2 Environmental Performance

The Company group has planned public relations projects and organized various activities for environmental conservation campaigns. For example, campaigning for proper garbage, reducing the amount of waste and campaigns for recycling of waste, etc., including collecting revenue and giving to various environmentally responsible agencies.

#### Campaign to reduce the use of plastic bag



### 3.4 Sustainability Management in Social Dimension

#### 3.4.1 Social Policy and Practice

The Company group recognizes the importance of responsibility to communities and society. By bringing knowledge and business experience to develop projects that can create concrete benefits to the community, supporting the performance of social missions as appropriate, participating in activities for public benefit, education, and building progress for the nation, etc.

##### Social Practice

Realize the importance of responsibility to the community and society by bringing business experience to create concrete benefits to the community.

1. There are policies and practices to be fair and socially responsible. No any actions that have a detrimental effect on the community, society and the public.
2. Support activities to develop social and community. It is defined as a policy for business and social development of innovation.
3. Have social and community responsibility by operating in accordance with labor, employment, regulations and laws that are related to social and community work.

**Commitment:** To be an organization that is trusted by all stakeholders

**Goal:** To be free from any complaints and/or litigation from customers, business partners, government agencies and other stakeholders.

### 3.4.2 Labor policies and practices

The Company realizes the significance of personnel which is an important factor in driving the achievement of business of Company group align to the strategy, objectives and goals. Therefore, the Company group is committed to recruit, continually promote the development of personnel to have knowledge and professionally potential abilities, create a good working atmosphere and culture as well as take care of benefits and provide various welfares as required by law. All employees are treated in accordance with relevant laws and standards with fairness and also respect to human rights

#### Labor Practices

1. The company will set the minimum wage rate as required by law as well as considering the value of work, knowledge, ability, experience, and fair performance. This is a wage rate that can compete with the other same type of business.
2. The Company will continually promote and develop personnel at all levels through both internal and external training in order to provide the knowledgeable abilities of employees for advancement in their work.
3. The company will encourage personnel to use knowledge, demonstrate their abilities and skills fully in the daily work of Company group.
4. The company will provide good employment conditions and working environment to be safe and hygienic according with labor laws and other relevant laws.
5. The Company will assess the performance of employees at all levels at least once a year to improve working efficiency and increase the core competence as well as provide advice, consult and prepare employees development plan based on the results of the assessment.
6. The Company will establish the compensation management system and rewards to drive motivation according to the success value of the work.
7. The company will provide welfare and activities among employees and personnel to build up relationship, unity, and good culture within organization.
8. The Company will treat employees and personnel with fairness, equality, transparency, and mutual respect.
9. The Company respects and takes into account the fundamental rights of employment. It will not force, employ child labor or persons under the legal age.

**Commitment:** Be an organization recognized for its respect for human rights from all stakeholders.

**Goal:** Aiming that the complaints and or litigation in violation of human rights including violations of labor protection laws to become "zero"

### 3.4.3 Respect for human right

The Company operates the business with respect to human right by promoting and protecting rights/liberties as well as treating each other equally. This is the foundation of human resource development. In this regard, the company complies with the laws and regulations related to employees and the principles of basic human rights in accordance with international criteria. It does not discriminate against national origin, race, sex, age, color, religion, disability, educational institution, or any other status that is not directly related to work performance. The company also does not use child labor including respect for individuality and human dignity such as recruiting considerations by clearly declaring the properties and will consider based on knowledge and ability to be suitable for that position.

### 3.4.4 Consumer responsibility

With the business operation, the company places importance on providing quality service and also take into account of responsibility to the consumers that comply with relevant laws and standards. It is always considering safety, fairness, keeping customer information after sales service as well as conduct Customer Satisfaction Monitoring for the development and improvement of products and services Including advertising, public relations, and sales promotions (Sales Conduct) must be done responsibly. They do not cause misunderstanding or take advantage from customer misunderstanding.

### 3.4.5 The presence of innovation and innovative dissemination resulting from operation that demonstrate responsibility to society, environment, and stakeholders.

The company emphasizes and supports the creation of innovations that create value to the business along with creating benefit to customer or related parties. This is also responsible for society and the environment by enhancing the corporate culture that encourages to build up new innovation to be value added to the business in this current ever-changing environment. This may cover the formulation of business models, thinking methods, be perspective on the design and development of goods and services, researching, improvement of production and working process. It is including collaborating with partners as well.

### 3.4.6 Social Performance

organized various activities that focus on building engagement and community development including helping communities across the country such as the “ONE Srang Suk, Fighting COVID-19” project

#### “ONE Srang Suk, Fighting COVID-19” donated money to "Chaipattana Foundation" for helping farmers

Mr.Takonkiet Viravan, Group Chief Executive Officer of The One Enterprise Public Company Limited, along with Mr.Dew Waratangtragoon, Chief Operating Officer of One Thirty-One Company Limited and representatives of the actors from the drama "Rak Lak Phip" such as Film- Thanapat Kawila, View Wannarot to be the representatives for donation of 300,000 baht that came from the kindness of Thai people. whom jointly donated through the project "Happy Creation Day, Fight the Dangers of COVID-19". This amount is donated to the "Chaipattana Foundation" with Dr. Sumet Tantivejkul, Secretary General of the Chaipattana Foundation, honored to receive and brought to help farmers suffering from a shortage of seed during the Covid-19 pandemic situation.



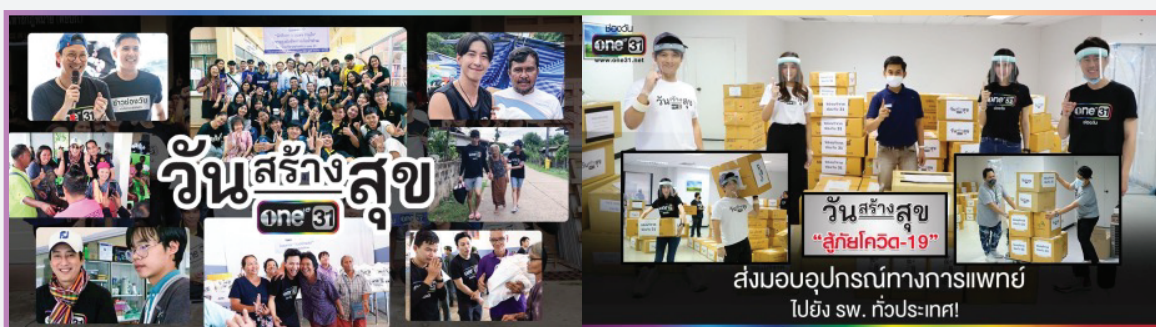
## BU Come ONE31 Project

The Company group has created opportunities for personnel development to society and is a center for training new generations in line with the business world outside the learning curriculum through knowledge and qualified personnel of the organization. For example, the BU Come ONE31 project that the Company group in cooperation with Bangkok University by launching a short-term television program production and television business administration training course for students of the Faculty of Communication Arts and those who pass the test will be eligible to join the Company group in an appropriate position, etc.



## Being a medium to reach hardship

The Company group joins as a mediator that can reach the troubles of society in a timely manner when disasters occur by reporting timely news and has personnel to coordinate with agencies in each sector to provide timely assistance to the victim. The principles are as follows: (1) Open an account and accept donation for helping the victims through the project. "ONE Srang Suk to Help Victims" (2) Prepare a news team to visit the area to inspect damage and report immediate assistance; (3) gather allies to assist the victims; and (4) visit the affected areas to boost morale of the victims and has operators from a group of artists and performers of the company group. By the company group has been planned since the event of a disaster until the rehabilitation process to be in accordance with the plan by adjusting according to the situation appropriately such as the "Happy Creation Day" project organized by Channel One 31 that focuses on helping people, communities experiencing various problems, or the "Kindness After the water recedes" from GMM MEDIA Company.

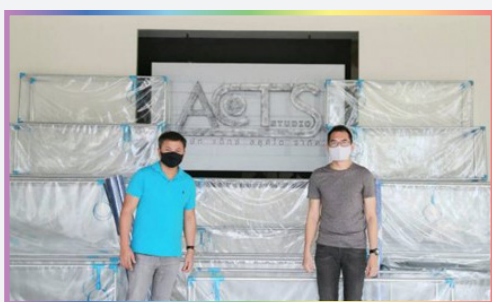


Green Wave 106.5 FM invites people to send encouragement and assistance to flood victims so that everyone can go back to their daily life happily again through the activity "Kindness after the water recedes". "SaveUbon" is the project to collect donations as fund to purchase household appliances, household cleaning and repairing equipment given to victims at Ubon Ratchathani province along with watching mini concerts from many artists of Company group.



"Acts Studio" produces "Patient Cover Kits to Help Move" donate to "Volunteer to Fight COVID" groups to hospitals across the country.

With the pandemic situation of the Covid-19 virus, government has a policy for convincing people to "stay home, stop germs, for the nation" to prevent the spread of virus leading to a shortage of many medical equipment at the same time. Ax Studio Co., Ltd. is also one agency that has to be closed the studio and refrain of filming dramas and programs. Mr.Takonkiet Viravan, Group Chief Executive Officer of The One Enterprise Public Company Limited, along with Mr.Sasawat Busayaphan, Managing Director of Acts Studio Company Limited, have an created idea for employees to use their free time during that period to be useful by making 30 sets of "Patient Covers to Help transporting in Ambulances". It is used to join with the group "Volunteers to fight the dangers of COVID" which is a group that was established to be a medium of coordination among the hospital and the volunteers to transfer medical equipment and distribute to needy hospitals across the country.





## Human Rights Promotion

### Ardhanariswara Award for Friendship Award

Mrs.Saithip Montrikul Na Ayudhaya, Chief Executive Officer of Change2018, has got “Ardhanariswara” Award in the Friendship Award category in the 3<sup>rd</sup> award announcement on 20 January 2020. It is organized by the Rights and Liberties Protection Department to honor for individuals or organizations dedicated to their contribution to the LGBT community.



## 4. Management Discussion and Analysis (MD&A)

This section is the narrative explanation and analysis of the Company’s financial status, operating performance and cash flow for the year ended 31 December 2018, 2019, 2020 and 2021.

The Company’s audited, consolidated financial statements, which appear in other sections of this document, have been prepared in accordance with the generally accepted accounting standards under the Accounting Act B.E.2543 and financial reporting standards under the Accounting Profession Act B.E. 2547, as well as accounting treatment guidance announced by the Federation of Accounting Professions. The amount (including percentage figures) may be rounded up or down for convenience. Preparation of the virtual, consolidated financial statements aims to be used as a supplement to this document, expressing significant impacts from circumstances or transactions toward the Company’s past financial information. It means that circumstances or transactions virtually take place for a purpose on a specified date.

The management discussion and analysis in this section presents the forward-looking statement reflecting the Company’s opinions, as of now, toward the circumstances and financial performance in the future. The Company’s actual performance may differ significantly from the expected performance due to some factors.

### 4.1 Operations and Financial Positions Analysis

#### 4.1.1 Overview of Business Operations and Significant Changes

The Company is a holding company whose primary business is holding a controlling interest in media and entertainment companies throughout the value chain of the vertically integrated service providers. This value chain spans from program creators and producers to owners of offline and online channels. The Company acquired 100% of issued and paid-up shares of GMMCH, GMMTV, GMM Media Change2561, GMM Studios and A Time Media from GRAMMY and Siridamrongdham Co., Ltd. on 30 November 2020. The acquisitions aimed to enhance capability and strength in the integrated media and entertainment businesses, while building up a future base to cope with changes and expansion into overseas markets. The group of companies posted consistent growth and profitability despite the COVID-19 pandemic in 2020.