



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

GMM Grammy Public Company Limited

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : GMM Grammy Public Company Limited

Symbol : GRAMMY

Address : 50 GMM Grammy Place, 50 Sukhumvit21 Road (Asoke), Khlong Toei
Nuea, Watthana, Bangkok.

Province : Bangkok

Postcode : 10110

Business : The company that conduct business by holding shares in other
companies (Holding Company) focusing on integrated
entertainment business.

Registration Number : 0107537000955

Telephone : 0-2669-9000

Fax (if applicable) : 0-2669-9009

Website : www.gmmgrammy.com

Email : IR@gmmgrammy.com

Total Shares Sold (shares)

Common Stock : 819,949,729

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	5,990,856.39	6,242,850.63	5,901,953.98
Music business (Thousand baht)	3,929,845.42	4,011,731.76	4,201,585.84
Home Shopping business (Thousand baht)	1,369,493.78	1,166,261.70	901,057.05
Other income (Interest earned,Dividend received etc.) (Thousand baht)	59,469.94	77,445.80	86,107.17
Movie business (Thousand baht)	354,230.12	695,752.78	420,055.31
Set-Top Box Distribution Business (Thousand baht)	152,195.32	127,474.95	118,678.26
Media business (Thousand baht)	77,484.80	77,092.39	73,506.88
Others business (Thousand baht)	48,137.01	87,091.25	100,963.47

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Music business (%)	65.60	64.26	71.19
Home Shopping business (%)	22.86	18.68	15.27
Other income (Interest earned,Dividend received etc.) (%)	0.99	1.24	1.46
Movie business (%)	5.91	11.14	7.12
Set-Top Box Distribution Business (%)	2.54	2.04	2.01
Media business (%)	1.29	1.23	1.25
Others business (%)	0.80	1.40	1.71

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	5,990,856.39	6,242,850.63	5,901,953.98
Domestic (Thousand baht)	4,785,732.54	4,884,642.67	4,910,200.96
International (Thousand baht)	1,205,123.85	1,358,207.96	991,753.02
United States of America (Thousand baht)	385,000.93	158,138.49	814,571.97
Ireland (Thousand baht)	657,716.70	606,843.79	31,446.16
China (Thousand baht)	78,183.78	169,597.60	-33,042.47
Other countries (Thousand baht)	84,222.44	423,628.08	178,777.36

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	79.88	78.24	83.20
International (%)	20.12	21.76	16.80
United States of America (%)	31.95	11.64	82.13
Ireland (%)	54.58	44.68	3.17
China (%)	6.49	12.49	-3.33
Other countries (%)	6.99	31.19	18.03

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	59,469.94	77,445.80	86,107.17
Other income from operations (Thousand baht)	59,469.94	77,445.80	86,107.17
Dividend income (Thousand baht)	8,393.20	18,460.86	5,489.20
Finance income (Thousand baht)	2,607.91	5,537.81	4,001.38

Others (Thousand baht)	48,468.83	53,447.13	76,616.59
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	122,743.15	120,305.77	63,631.50

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risks from copyrights infringement

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk from being unable to continue the business from the event of force majeure

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risk from rapid change of technology and consumer behavior

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

The risk of relying on individual talents

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Risk from the business operation by investing in other companies

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy (if applicable) : <https://investor.gmmgrammy.com/storage/downloads/corporate-governance-policy/sustainability-management-policies-and-goals/grammy-sustainability-policy-th.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice (if applicable) : <https://investor.gmmgrammy.com/th/corporate-governance/corporate-governance-policy/environmental-policy>

Company environmental guideline : Electricity Management, Fuel Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	10,606.29	0.00	28,934.90
Gasoline (Litres)	30,394.69	48,327.76	75,701.21
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	1,660,491.95	743,571.58	2,049,969.27

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	0.00	0.00	0.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	36,000.00	13,088.35	64,958.00
Remark : In 2025, other subsidiaries are included into calculation			
Total waste generated (Kilograms)	36,000.00	13,088.35	64,958.00
Remark : In 2025, other subsidiaries are included into calculation			

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	105.00	116.13	233.00
Remark : In 2025, other subsidiaries are included into calculation			
Scope 2 (Tons of carbon dioxide equivalents)	831.00	371.71	975.00
Remark : In 2025, other subsidiaries are included into calculation			

Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	936.00	487.84	1,208.00

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : ECEE Company Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://grammy.listedcompany.com/misc/one-report/20260327-grammy-one-report-2025-th.pdf>

Company human right guideline : Employee Rights, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	56	43	388
Number of female employees (Persons)	76	65	657
Total number of employees (Persons)	132	108	1,045

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	0.00	220,491,309.00	884,585,303.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	7.75	6.50	6.00
Employee development and training expenses (baht)	853,314.13	86,029.30	2,360,710.61

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	91.67	231.48	19.33

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.gmmgrammy.com/storage/downloads/corporate-governance-policy/corporate-governance-policy/grammy-cg-manual-th.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	6	66.67
Number of female directors	3	33.33
Number of executive directors	3	33.33
Number of non-executive directors	6	66.67
Number of independent directors	4	44.44

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAIBOON DAMRONGCHAITHAM Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	25 Mar 1994	Corporate Management, Marketing, Leadership, Media & Publishing, Human Resource Management

2.	<p>Ms. BOOSABA DAORUENG</p> <p>Gender: Female</p> <p>Age: 73 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Liberal Arts</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Executive)</p> <p>Director type: Original director</p>	25 Mar 1994	Human Resource Management, Marketing, Governance/ Compliance, Media & Publishing, Corporate Management
3.	<p>Mr. VITHIT LEENUTAPHONG</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Program in Innovation and Industrial Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	29 Apr 2025	Marketing, Human Resource Management, Leadership, Accounting, Finance
4.	<p>Mrs. NIDCHA JIRAMETTHANAKIJ</p> <p>Gender: Female</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	29 Apr 2025	Accounting, Finance, Human Resource Management, Leadership, Audit
5.	<p>Mr. SUNYALUCK CHAIKAJORNWAT</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	23 Dec 2020	Law

6.	Mr. Nattavudh Pungcharoenpong Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	8 Dec 2025	Marketing, IT Management, Digital Marketing, Engineering, Leadership
7.	Ms. SUWIMON CHUNGJOTIKAPISIT Gender: Female Age: 73 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	13 Nov 2010	Strategic Management, Human Resource Management, Marketing, Governance/ Compliance, Media & Publishing
8.	Mr. PHAWIT CHITRAKORN Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	28 Apr 2017	Human Resource Management, Marketing, Governance/ Compliance, Digital Marketing, Leadership
9.	Mr. FAHMAI DAMRONGCHAITHAM Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	12 May 2017	Strategic Management, Corporate Management, Marketing, Media & Publishing, Digital Marketing

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
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1.	Mr. NARIS CHAIYASOOT Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 20 Mar 2013 Date directorship ended: 29 Apr 2025	Mr. VITHIT LEENUTAPHONG Date position was assumed: 29 Apr 2025
2.	Mr. CHANITR CHARNCHAINARONG Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 13 Nov 2015 Date directorship ended: 29 Apr 2025	Mrs. NIDCHA JIRAMETTHANAKIJ Date position was assumed: 29 Apr 2025
3.	Mr. THANA THIENACHARIYA Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 29 Apr 2024 Date directorship ended: 7 Dec 2025	Mr. Nattavudh Pungcharoenpong Date position was assumed: 8 Dec 2025

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUNYALUCK CHAIKAJORNWAT Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	23 Dec 2020	Law
2. Mr. VITHIT LEENUTAPHONG [1] Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Program in Innovation and Industrial Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	29 Apr 2025	Marketing, Human Resource Management, Leadership, Accounting, Finance
3. Mrs. NIDCHA JIRAMETTHANAKIJ [1] Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	29 Apr 2025	Accounting, Finance, Human Resource Management, Leadership, Audit

[1] A director with the accounting expertise needed to review financial statements

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. NARIS CHAIYASOOT [1] Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 20 Mar 2013 Date directorship ended: 29 Apr 2025	Mr. VITHIT LEENUTAPHONG Date position was assumed: 29 Apr 2025
2. Mr. CHANITR CHARNCHAINARONG Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 13 Nov 2015 Date directorship ended: 29 Apr 2025	Mrs. NIDCHA JIRAMETTHANAKIJ Date position was assumed: 29 Apr 2025
3. Mr. THANA THIENACHARIYA Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 29 Apr 2024 Date directorship ended: 7 Dec 2025	No replacement director

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
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1.	Ms. BOOSABA DAORUENG Gender: Female Age: 73 years old Highest level of education: Bachelor's degree Major: Liberal Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	11 May 2012
2.	Mr. Kittisak Chuangaroon Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	15 May 2019
3.	Mr. PHAWIT CHITRAKORN Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Feb 2016
4.	Mr. FAHMAI DAMRONGCHAITHAM Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Feb 2017
5.	Mr. Churat Rungthawiwut Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Dec 2025

6.	Mr. Rafah Damrongchaitham Gender: Male Age: 38 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 Nov 2025
7.	Ms. Ingfah Damrongchaitham Gender: Female Age: 34 years old Highest level of education: Bachelor's degree Major: Design and Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Sep 2025
8.	Ms. Fahshai Damrongchaitham Gender: Female Age: 31 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 Nov 2025

Remark : The Company does not formally designate a sub-committee under the title "Executive Committee". Instead, the "Group Executive Committee" has been established to perform equivalent functions, aligned with the Group's operational structure. The composition of the Group Executive Committee comprises three key groups:
Members of the Board of Directors / Top Management / Qualified Professionals.

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Ms. Janjira Panitpon Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 14 Nov 2023 Date directorship ended: 20 Feb 2025	Ms. Sireetorn Srisungworn Date position was assumed: 3 Mar 2025

2.	Ms. Sireetorn Srisungworn Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 3 Mar 2025 Date directorship ended: 28 Aug 2026	Ms. Ingfah Damrongchaitham Date position was assumed: 1 Sep 2025
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Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Ms. SUWIMON CHUNGJOTIKAPISIT Mr. VITHIT LEENUTAPHONG Mr. SUNYALUCK CHAIKAJORNWAT	Member Chairman Member
Risk Management Committee	Ms. BOOSABA DAORUENG Mr. PHAWIT CHITRAKORN Mr. FAHMAI DAMRONGCHAITHAM Mr. Kittisak Chuangaroon Mr. Churat Rungthawiwut	Chairman Member Member Member Member
Corporate Governance, Business Ethics, and Sustainability Committee	Ms. BOOSABA DAORUENG Mr. PHAWIT CHITRAKORN Mr. SUNYALUCK CHAIKAJORNWAT Mr. Nattavudh Pungcharoenpong	Chairman Member Member Member
Group Executive Committee	Ms. BOOSABA DAORUENG Mr. Kittisak Chuangaroon Mr. PHAWIT CHITRAKORN Mr. FAHMAI DAMRONGCHAITHAM Mr. Churat Rungthawiwut Mr. Rafah Damrongchaitham Ms. Ingfah Damrongchaitham Ms. Fahshai Damrongchaitham	Chairman Vice chairman Member Member Member Member Member Member

Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance, Business Ethics, and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance, Business Ethics, and Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Ms. BOOSABA DAORUENG Gender: Female Age: 73 years old Highest level of education: Bachelor's degree Major: Liberal Arts	GROUP CHIEF EXECUTIVE OFFICER	27 Feb 2012	Human Resource Management, Marketing, Governance/ Compliance, Media & Publishing, Corporate Management
2. Mr. PHAWIT CHITRAKORN Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Executive Officer-Music	1 Jan 2016	Human Resource Management, Marketing, Governance/ Compliance, Digital Marketing, Leadership
3. Mr. FAHMAI DAMRONGCHAITHAM Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Communication Arts	(Acting) Chief Investment Officer	27 Feb 2018	Strategic Management, Corporate Management, Marketing, Media & Publishing, Digital Marketing
4. Mr. Kittisak Chuangaroon Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Communication Arts	(Acting) CEO-Goods	1 Sep 2023	Media & Publishing, Marketing, Human Resource Management, Strategic Management, Budgeting

5.	Mr. Churat Rungthawiwut [1] Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	8 Dec 2025	Accounting, Finance, Business Administration, IT Management, Finance & Securities
6.	Ms. Somluthai Jirasupakul Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Accounting	Executive Vice President Accounting	1 Jan 2026	Accounting
7.	Mr. Wichai Santadanuwat Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President Internal Audit	1 Jan 2026	Accounting, Internal Control, Business Administration
8.	Mrs. Somsuda Ruampumsuk Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President Office of Corporate Secretary	1 Jan 2026	Engineering, Information & Communication Technology, Human Resource Management, Governance/ Compliance, Leadership
9.	Ms. Prapawadee Thanirananon Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Communication Arts	Executive Vice President, PR&Corporate Affairs	1 Jan 2026	Economics, Media & Publishing

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 388
Number of female employees (persons)	: 657
Total number of employees (persons)	: 1,045

Employee Remuneration

Total employee remuneration	: 884,585,303.00
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Provident fund

Total number of employees (persons)	: 1,045
Number of employees contributing to the PVD (persons)	: 773
Percentage of employees who are members (%)	: 73.97

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

- List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. FAHMAI DAMRONGCHAITHAM Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 12 May 2017	Strategic Management, Corporate Management, Marketing, Media & Publishing, Digital Marketing

- List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VITHIT LEENUTAPHONG Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Program in Innovation and Industrial Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 29 Apr 2025	Marketing, Human Resource Management, Leadership, Accounting, Finance

2.	<p>Mrs. NIDCHA JIRAMETTHANAKIJ</p> <p>Gender: Female</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	<p>Date position was assumed:</p> <p>29 Apr 2025</p>	<p>Accounting, Finance, Human Resource Management, Leadership, Audit</p>
3.	<p>Mr. Nattavudh Pungcharoenpong</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	<p>Date position was assumed:</p> <p>8 Dec 2025</p>	<p>Marketing, IT Management, Digital Marketing, Engineering, Leadership</p>

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PAIBOON DAMRONGCHAITHAM	Chairman of the board	Non-participating
Ms. BOOSABA DAORUENG	Vice Chairman	Non-participating
Mr. VITHIT LEENUTAPHONG	Director	Non-participating
Mrs. NIDCHA JIRAMETTHANAKIJ	Director	Non-participating
Mr. SUNYALUCK CHAIKAJORNWAT	Director	Non-participating
Mr. Nattavudh Pungcharoenpong	Director	Non-participating
Ms. SUWIMON CHUNGJOTIKAPISIT	Director	Non-participating
Mr. PHAWIT CHITRAKORN	Director	Non-participating
Mr. FAHMAI DAMRONGCHAITHAM	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 29 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. PAIBOON DAMRONGCHAITHAM (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2. Ms. BOOSABA DAORUENG (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3. Mr. VITHIT LEENUTAPHONG (Director)	-	6/6	Non-participating	Did not hold the meeting
4. Mrs. NIDCHA JIRAMETTHANAKIJ (Director)	-	6/6	Non-participating	Did not hold the meeting
5. Mr. SUNYALUCK CHAIKAJORNWAT (Director)	-	7/7	Participating	Did not hold the meeting
6. Mr. Nattavudh Pungcharoenpong (Director)	-	0/0	Non-participating	Did not hold the meeting
7. Ms. SUWIMON CHUNGJOTIKAPISIT (Director)	-	7/7	Participating	Did not hold the meeting
8. Mr. PHAWIT CHITRAKORN (Director)	-	6/7	Participating	Did not hold the meeting
9. Mr. FAHMAI DAMRONGCHAITHAM (Director)	-	7/7	Participating	Did not hold the meeting

10.	Mr. NARIS CHAIYASOOT (Director)	29 Apr 2025	1/1	Participating	Did not hold the meeting
11.	Mr. CHANITR CHARNCHAINARONG (Director)	29 Apr 2025	1/1	Participating	Did not hold the meeting
12.	Mr. THANA THIENACHARIYA (Director)	7 Dec 2025	3/6	Non-participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. PAIBOON DAMRONGCHAITHAM (Chairman of the board)	-	140,000.00	1,215,722.08	Yes
2.	Ms. BOOSABA DAORUENG (Vice Chairman)	-	0.00	307,861.04	Yes
3.	Mr. VITHIT LEENUTAPHONG (Director)	-	120,000.00	423,880.89	Yes
4.	Mrs. NIDCHA JIRAMETTHANAKIJ (Director)	-	120,000.00	423,880.89	Yes
5.	Mr. SUNYALUCK CHAIKAJORNWAT (Director)	-	140,000.00	547,861.04	Yes
6.	Mr. Nattavudh Pungcharoenpong (Director)	-	0.00	15,483.87	Yes
7.	Ms. SUWIMON CHUNGJOTIKAPISIT (Director)	-	140,000.00	547,861.04	No
8.	Mr. PHAWIT CHITRAKORN (Director)	-	0.00	263,880.89	Yes
9.	Mr. FAHMAI DAMRONGCHAITHAM (Director)	-	0.00	307,861.04	Yes
10.	Mr. NARIS CHAIYASOOT (Director)	29 Apr 2025	20,000.00	123,980.15	Yes
11.	Mr. CHANITR CHARNCHAINARONG (Director)	29 Apr 2025	20,000.00	123,980.15	Yes
12.	Mr. THANA THIENACHARIYA (Director)	7 Dec 2025	60,000.00	355,811.42	Yes

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 7

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SUNYALUCK CHAIKAJORNWAT (Audit committee)	-	7/7
2.	Mr. VITHIT LEENUTAPHONG (Chairman of the audit committee)	-	4/4
3.	Mrs. NIDCHA JIRAMETTHANAKIJ (Audit committee)	-	4/4
4.	Mr. NARIS CHAIYASOOT (Chairman of the audit committee)	29 Apr 2025	3/3
5.	Mr. CHANITR CHARNCHAINARONG (Audit committee)	29 Apr 2025	3/3
6.	Mr. THANA THIENACHARIYA (Audit committee)	7 Dec 2025	5/7