

WORTHY MEDIA | SOCIETY

56-I ONE REPORT 2023

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- REPORT OF THE AUDIT COMMITTEE

Vision



Provider of trustworthy,
accurate and timely content

Mission





Corporate Values

and Aligning Behavior



MODERNITY

- To keep learning and developing
- To think creatively as an operator
- To dare to think and implement and have no fear to make mistakes



COLLABORATION

- To work as a team
- To provide assistance



OPERATIONAL EXCELLENCE

- To be responsible
- To set a goal
- To be outcome-oriented



TRANSPARENCY & TRUST

- To believe in team members
- To be frank
- To respect others



SPIRIT

- To work passionately
- To work professionally



ORGANIZATION STRUCTURE





Audit Committee

Internal Audit Office

Internal Audit
Department

Corporate Management Group

CEO

**Accounting and
Finance Office**

Accounting Department

Financial Department

**Human
Resources Office**

Human Resource
Strategy Department

Human Resource
Management Department

**Asset
Management Office**

Administration
Department

Purchasing and
Supplies Department

Group (4)

**Information and
Technology Office**

Information Technology
Strategy and System
Development Department

Information and
Technology Management
Department

Legal Office

Legal Affairs
Department

Contract and
Litigation Department

Office (15)

**Corporate
Strategy Office**

Corporate Strategy
Department

Risk Management and
Internal Control
Department

**Office of the
President**

Secretary to the
President

Corporate Secretary
Department

Department (42)

GENERAL INFORMATION

Company Name	<ul style="list-style-type: none"> MCOT Public Company Limited (MCOT Plc.)
Type of Business	<ul style="list-style-type: none"> Multi-media business consisting of television, radio (MCOT Radio Network), News (Thai News Agency), electronic media and joint-operations with other private operators under Joint-Operations Agreements
Employees	<ul style="list-style-type: none"> As of December 31, 2023 totaling 905 employees: <ul style="list-style-type: none"> 13 Senior Vice President or higher 892 employees
Head Office Location	<ul style="list-style-type: none"> 63/1 Rama IX Road, Huay Kwang, Bangkok 10310
Registered Number	<ul style="list-style-type: none"> 0107547000745
Home Page	<ul style="list-style-type: none"> www.mcot.net
Telephone	<ul style="list-style-type: none"> +66 (0) 2201 6000
Facsimile	<ul style="list-style-type: none"> +66 (0) 2245 1435
Registered Capital	<ul style="list-style-type: none"> Baht 3,835,000,000, consisting of 767 million ordinary shares, 5 Baht par value per share. Issued and paid-up share capital of 3,435,496,050 Baht, consisting of 687,099,210 ordinary shares of 5 Baht each.

Subsidiaries

Company Name	<ul style="list-style-type: none"> Panorama Worldwide Company Limited
Type of Business	<ul style="list-style-type: none"> TV program production provided to MCOT Public Company Limited and other companies
Head Office Location	<ul style="list-style-type: none"> Multi-purpose Building Floor 11, 63/1 Rama IX Road, Huay Kwang, Bangkok 10310
Telephone	<ul style="list-style-type: none"> +66 (0) 2248 2079-80
Facsimile	<ul style="list-style-type: none"> +66 (0) 2248 2081
Registered Capital	<ul style="list-style-type: none"> Baht 10 million, consisting of 1 million ordinary shares, 10 Baht par value per share, All shares have been issued and fully paid up.
Shareholding Status	<ul style="list-style-type: none"> 49.0% of paid-up registered capital Limited

Remarks *The Board of Directors' Meeting No. 2/2019 on February 26, 2019 resolved to terminate the business operation of Panorama Worldwide Company Limited

Subsidiaries

Company Name	<ul style="list-style-type: none"> SeedMCOT Company Limited *
Type of Business	<ul style="list-style-type: none"> Radio program production to be broadcast on MCOT radio network, Concert organizer, TV and film production, music and other related business
Head Office Location	<ul style="list-style-type: none"> Multi-purpose Building Floor 11, 63/1 Rama IX Road, Huay Kwang, Bangkok 10310
Telephone	<ul style="list-style-type: none"> +66 (0) 2201 6009
Facsimile	<ul style="list-style-type: none"> +66 (0) 2245 1832
Registered Capital	<ul style="list-style-type: none"> Baht 100 million, consisting of 1 million ordinary shares, 100 Baht par value per share. Issued and paid-up capital 88,805,000 Baht.
Shareholding Status	<ul style="list-style-type: none"> 49.0% of paid-up registered capital

Remarks **The Board of Directors' Meeting No. 16/2016 on November 22, 2016, has resolved a dissolution of SeedMCOT Company Limited*

References

Registrar	<ul style="list-style-type: none"> Thailand Securities Depository Company Limited Floor 1 , The Stock Exchange of Thailand, Tower B Building 93 Ratchadapisek Road, Din Daeng, Bangkok 10110 Telephone : +66 (0) 2009 9000 Facsimile : +66 (0) 2009 9991
Auditor	<ul style="list-style-type: none"> EY Company Limited 33rd Floor, Lake Ratchada Building, 193/136-137 Ratchadaphisek Road, Khlong Toei, Bangkok 10110 Telephone : +66 (0) 2647 0777 Facsimile : +66 (0) 2264 0789 09

FINANCIAL HIGHLIGHTS

Performance	2023	2022	2021
Statement of financial position (Million Baht)			
Current Assets	576.07	731.12	892.57
Non-current Assets	10,295.95	9,360.92	9,016.86
Total Assets	10,872.02	10,092.04	9,909.43
Current Liabilities	438.65	425.56	458.48
Non-current Liabilities	3,068.79	2,889.98	2,683.53
Total Liabilities	3,507.44	3,315.54	3,142.01
Total shareholders' equity of the parent's company	7,387.01	6,799.48	6,787.93
Non-controlling interests	(22.43)	(22.98)	(20.51)
Total Equity	7,364.58	6,776.50	6,767.42
Total Liabilities and Equity	10,872.02	10,092.04	9,909.43
Work Performance (Million Baht)			
Total Revenues	2,383.28	1,408.16	1,586.54
Revenue from sale of goods and rendering of services	1,275.69	1,373.31	1,415.16
Gain on fair value adjustment of investment properties	1,070.29	0.00	72.29
Other income	37.30	34.85	99.09
Total expenses	1,795.92	1,448.99	1,422.27
Cost of services	982.93	968.98	897.99
Servicing expenses	97.53	88.01	124.61
Administrative expenses	409.92	363.17	374.69
Impairment losses on assets	35.69	0.00	0.00
Expected credit losses (Reversal)	9.49	(1.52)	(13.04)
Finance costs	46.30	30.35	23.33
Tax expense	214.06	0.00	14.46
Profit (loss) for the year	587.36	(40.83)	164.27
Owners of the Parent Company	587.52	(38.36)	165.24
Non-controlling interests	(0.16)	(2.48)	(0.97)
Basic earnings (loss) per share	0.86	(0.06)	0.24
Financial Ratios			
Net Profit Margin to Total Income (%)	24.65	(2.72)	10.42
Returns on Equity (%)	7.95	(0.56)	2.43
Returns on Total Assets (%)	5.40	(0.38)	1.67
Debt to Equity Ratio (Times)	0.47	0.49	0.46

SIGNIFICANT INCIDENTS

Substantial Operations in 2023

In 2023, MCOT Plc. has implemented the preset strategy with a focus on boosting competitiveness as specified below.

1. The Sure and Share Center of MCOT Plc. launched “Sure and Share for EDUCATION” in THAILAND NATIONAL CYBER WEEK 2023, which was the collection of many contents and activities relating to the formation of learning skills that were wise to media, fake news, and cyber threat for several groups of learners. This event was consistent with “MCOT Cares, Good Media - Good Society” guideline initiated by MCOT Plc.



2. 9 MCOT HD, Channel 30 arranged the content to please the audiences by joining hands with fans of “EJAN” Page by presenting the documentary program regarding looking for lost persons of the family. The program told about the family attachment according the program slogan “Miracle of Lost Love” in “ETOEY EJAN” from online to TV screen.



3. MCOT Plc. had the press release regarding “MCOT Radio Go Together” to inform of MCOT radio business movement. The press release was also joined by many alliance agencies, customers, DJs, and artists.



4. MCOT Plc. was trusted as a television station copyrighted for live broadcasting in the 2023 SEA Games. MCOT Plc. was well-prepared in personnel, equipment, and places to centralize the receipt and distribution of live broadcasting to other media stations and online platforms.



5. MCOT Plc. assembled all of its media platforms including The Thai News Agency, 9 MCOT HD Channel 30, FM 96.5, FM 100.5, 41 MCOT radio stations nationwide, and Backbone to closely follow the general election of the country or “MCOT Election Insight 2023” by mobilizing the news reporters to observe every election site and to report all important movements to let MCOT audiences and listeners know first who would be the next Prime Minister.



6. Mellow POP arranged a mini concert “Boys in The Rain presented by Lactasoy”, presented by T-POP boy band led by XI, Rew Danupol, TYTAN, MARK PROM, THI-O-TUTOR, THE7, PERSES and TRITINY who offered both happiness and smile through their special show.



7. “NineEntertain” won “Best Content Entertainment” award from ASIA TOP AWARD 2023 held by World Trader Association to promote the cultural shows through the entertainment industry that could be developed to gain the economic value.



8. MCOT Plc. signed the Memorandum of Cooperation on “Cooperation on Information Sharing to Upgrade the Receipt of Public Information” with Kasetsart University Alumni Association under the King’s Patronage (KU-Alumni) for sharing of some research information and development of tea, and for joint content development and knowledge dissemination through media platforms of MCOT Plc.



9. MCOT Plc. received the CAC Certification in “CAC Certification Ceremony 2023: Success Story for Sustainability” held by Thai Collective Action against Corruption (CAC). MCOT Plc. has been certified by CAC for the consecutive term.



10. MCOT Plc. and MV TV (Thailand) Company Limited arranged the press release regarding the return of Chinese fighters in great Chinese series.



11. MCOT Plc. signed the Memorandum of Cooperation with Siphaya Publishing Company Limited (Daily News network) as a synergy of news presentation by 2 media organizations. Both would join hands to improve the presentation format, to develop development, and to produce other contents beneficial to the public in the future. This cooperation was to stress strength and expertise of both organizations in the production of news content.



12. MCOT Plc. announced the cooperation to integrate and promote Thai Fact - Checking Network.



13. MCOT Plc. and its business alliances mutually arranged the press release regarding preparedness of live broadcasting for the 19th Asian Games at Hangzhou, China. 9 MCOT HD, Channel 30 was one of 11 television stations proceeding the live broadcast of this event.



14. MCOT Plc. as a mass media organization which prioritizes the anti-corruption in accordance with the policy that “At MCOT, we all work together towards a common goal of promoting transparency and anti-corruption to achieve sustainable development.”, and as a member of Thai Collective Action against Corruption (CAC) showed the anti-corruption power in the parade under the concept of “Sure and Share” in the parade name of “Detect Lies and Detect Fraud...Fight against Corruption”.



15. MCOT Plc. in collaboration with Bitkub Blockchain Technology Company Limited moved forward “NFT MCOT” by driving “Digital Art” as inspired by the voice actors’ voice in Channel 9 Cartoon program to the digital asset. The first collection “9 Cartoon The Collection” was launched on Bitkub NFT platform.



16. MCOT Plc. in collaboration with Siam Paragon Shopping Mall celebrated the 21st anniversary of NineEntertain program by arranging a free concert “MCOT x SIAM PARAGON present “Nineentertain Birthday Festival 21st Anniversary”. This concert created happiness in fans for 7 full hours, and the unexpected response was returned. This made #9ent bd21st rank first in Trend X or Twitter of Thailand.



17. MCOT Plc. arranged MCOT RUN 2023 (low carbon run challenge) in 4 running tracks in 4 provinces; namely, 1. Running and Zoo Sightseeing at Chon buri province, 2. Running and Nature Sightseeing at Nan province, 3. Running on the Beach at Songkhla province, and 4. Running along Mekong Riverside at Nakhon Panom province.



18. MCOT Plc. expanded the alliance network, and presented its remarkable contents like “Sure and Share”, The Thai News Agency, “Mellow POP” Platform, top hit songs of Thailand. Content Business also showed Platform Yriety and hit series “Fah Lan Rak” previously broadcast via Prospective program and broadcast in Korea in K-EXPO Thailand 2023 held on November 11 - 12, 2023 at Queen Sirikit National Convention Center.



19. MCOT Plc. joined the press release for “Miss Chinese International Thailand 2023” contest to find out a Thai-Chinese girl to participate in “Miss Chinese International Pageant 2024” held at Macao Special Administrative Region, China on February, 2024.



20. The Content Business Unit of MCOT was invited by the Department of International Trade Promotion to join the activity of promoting Thai image, contents, and series, and to form the network between Thai and Japanese operators, which would lead to joint trading and investment in the future.



21. MCOT Plc. signed the Memorandum of Cooperation with Mr. He Zukun, President of Yunnan Daily Press Group, to disseminate the information about local culture and tradition of Yunnan, China via World Pulse program, produced by the Foreign News Division, The Thai News Agency, and via other online channels of MCOT Plc.



AWARDS OF ACHIEVEMENT

Q1/2023

(January- March 2023)

The 8th Golden Kinnaree Awards 2023

Suwit Suttiprapa and **Neeracha Limsomboon**, hosts of Koi Kamong Bai Sam Mong (3 pm News Talk) and **Producer Nonglux Zhao**, received the award on popular news program, on January 28, 2023.



Honorary Award for Educating and Promoting Japanese Culture

MCOT Plc.'s Acting President Phatiyuth Jaiswang received an honorary award for educating and promoting Japanese culture through broadcast of **Doraemon TV anime series on MCOT HD (30)**, from Hakuho Foundation, on February 12, 2023.



Isara Amantakul Award 2022

MCOT Plc.'s senior photographer Chamnanwut Sukumvanich received an award on best online news footage from Thai Journalists Association, on March 5, 2023.



Q2 – 2023

(April – June 2023)

Honorary Plaque for Supporting Life of People with Autism on World's Autism Day

MCOT Plc. received an honorary plaque for supporting life of people with autism on World's Autism Day, on April 2, 2023, from Parents of Autistic Children Association and Thai Autism Foundation.



Ganesha Award

Nine Entertain received Ganesha Award in category of best entertainment news, from Dara Inside TV Magazine and Ganesha Award Project, on May 29, 2023.



Q3/2023

(July – September 2023)

ASIA TOP AWARDS 2023

Nine Entertain received Best Content Entertainment Award on July 2, 2023, from Resource Development Club, United Peace Keepers Federal Council, and World Trader Trade Association.



Sure and Share

Peerapon Anutrasot, Director of Sure and Share Center received a plaque for supporting operations of Anti-Money Laundering Office, on August 18, 2023 from Anti-Money Laundering Office.



Friend in Need (of PA) Badge 2022

MCOT Plc. received Friend in Need (of PA) Badge 2022 on August 30, 2023 from Friend in Need (of PA) Volunteer Foundation, Thai Red Cross.



MORAL AWARDS 2022

Din Dan Tin Tai, radio program on FM 95.75 MHz Phatthalung Province received Moral Award on radio program. **Perspective produced by Juvenile Co., Ltd.** received Best Talk Show Award on September 2, 2023 from Moral Center (Public Organization) in collaboration with Ministry of Culture.



The 14th Nataraja Awards

Din Dan Tin Tai, radio program on FM 95.75 MHz Phatthalung Province received Best News and Information Station.

Perspective produced by Juvenile Co., Ltd. received Best Talk Show Award.

Suwikrom Amaranon, host of Perspective received Best TV Host Award.

On September 26, 2023. The awards were given by Radio–Television Broadcasting Professional Federation.



Q4/2023

(October – December 2023)

Assessed “Excellent” in CG Scoring (5 stars)

MCOT Plc. was assessed “Excellent” in CG scoring (5 stars) in a survey on corporate governance in Thai listed companies in 2023, conducted by Thai Institute of Directors Association (IOD).



The 25th Saengchai Sunthornwat Award 2022

Thai News Agency received Special Award on Safe and Creative TV News Editorial.

Krob Kruang Ruang Kao, FM 100.5 MHz, received Special Award on Safe and Creative Radio News Editorial.

The awards were given on December 23, 2023 by Thai Broadcasting Journalist Association.



The 1st Runner Up Award in TikTok Contest

Supachat Supamatee, Senior Creative Officer of Program Production received the 1st runner up award in TikTok content production contest under topic of Thai Tourism Expected to Exceed 2.4 trillion Target. This award was a part of the project entitled “Super Digital Reporter” and was given on December 23, 2023, by the Economic Reporters Association.



MESSAGE FROM THE CHAIRMAN

In 2023, despite a series of challenges, MCOT Plc. continues to seek new opportunities to enhance sustainable business growth and organizational development in the digital era.

Digital business is a major area of focus of MCOT Plc., in order to keep pace with changing behaviors of the audience who has shifted their viewing preference to online platforms. Contents of MCOT Plc.'s flagship including 9 MCOT HD (30), Thai News Agency and Nine Entertain are specifically designed for broadcast on the popular online platforms to better penetrate and expand target audience, making our brand more attractive to customers and advertisers. Besides, the Company increases proportion of "Evergreen Contents" that stay fresh in a long period of time, to achieve revenue generation in a long run.

All media products and services under MCOT Plc.'s umbrella are in adherence to our vision and mission, that is, being a provider of trustworthy, accurate and timely content with social responsibility, while building trust and a positive image of the Country. The Company also sets a goal of achieving social impact and financial success.

Apart from creating social values and generating revenue, MCOT Plc. is granted a number of awards and achievements. Nine

Entertain Program is bestowed Asia Top Awards 2023 in category of best entertainment content and Ganesha Awards in category of best entertainment news. Moreover, Collective Action Against Corruption (CAC) Certificate has been awarded to MCOT Plc. for 2 consecutive years for actively taking part in Thai Private Sector Collective Action Against Corruption and committing to operating business with transparency and supporting anti-corruption of all forms. Also, MCOT Plc. received an "Excellent" score for Corporate Governance Report of Thai Listed Company 2023 by Thai Institute of Directors Association (IOD).

On behalf of the Board of Directors, I would like to express my sincere appreciation to shareholders, customers and concerned parties for your continued trust and support. The Board of Directors, executives, employees and Labor Union of MCOT Plc. would like to assure you that we will perform at our highest capability and ensure operations with corporate governance, morality and transparency. We stand ready for future opportunities that will enable MCOT Plc. to firmly and sustainably grow for the best interest of all shareholders and stakeholders.

“ All media products and services under MCOT Plc.'s umbrella are in adherence to our vision and mission, that is, being a provider of trustworthy, accurate and timely content with social responsibility ”



A handwritten signature in black ink, appearing to read 'Teerapong Wongsiwawilas'.

(Mr. Teerapong Wongsiwawilas)

Chairman

MCOT Public Company Limited

REPORT OF THE BOARD OF DIRECTORS ON RESPONSIBILITY FOR PREPARATION OF FINANCIAL STATEMENTS

Financial reports shown in the 56-1 One Report 2023 consisted of the statement of financial position, the statement of income, the statement of changes in shareholders' equity, the statement of cash flows, notes to the financial statements including the financial information presented in this annual report were prepared by the Company's management in compliance with the financial standards and generally accepted accounting principles, with precaution, accuracy and rationality. Appropriate accounting policies, consistent practices, careful discretion and best estimation were taken into account. Also, information was disclosed adequately and transparently to supervising companies and the Stock Exchange of Thailand for interest of investors and shareholders.

The Board of Directors placed great importance on good governance practices including setting up effective risk management and internal control system to ensure that accounting records were conducted accurately, completely and sufficiently to take care of the Company's assets and any dishonesty or abnormal acts shall be extensively prevented.

The Board of Directors appointed the Audit Committee consisting of directors who have been independent from the Company's management. The Audit Committee was assigned duties of supervising and reviewing financial reports of the Company to keep them recorded accurately and efficiently whereas the internal control system and internal audit have been undertaken properly and efficiently. Comments of the Audit Committee regarding these matters were shown in the Report from the Audit Committee contained in this 56-1 One Report.

MCOT Plc. assigned the certified public accountant, the Office of EY Company Limited, to conduct the audits of such financial statements in accordance with the generally accepted accounting standards to report its independent opinion about the accuracy and appropriateness of financial status and performance shown in those financial statements. The report of the certified public accountant is also shown herein.



(Mr. Teerapong Wongsawilas)

Chairman

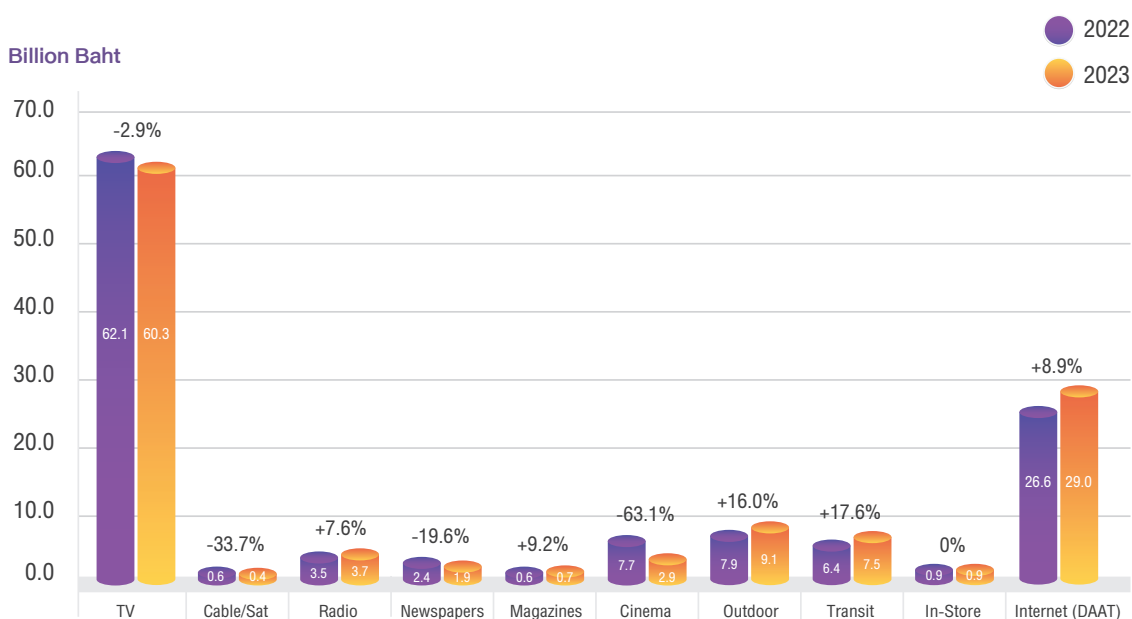
MCOT Public Company Limited

INDUSTRY OVERVIEW

Advertising Industry Overview in Thailand

The overall advertising spending in 2023 totaled Baht 116.4 billion, a decline of 1.9% if compared with the year of 2022. The key factors were derived from economic fluctuations, slowdown of purchasing power, inflation, energy cost, and household debt. There were also other external factors like war. These factors caused the advertising buyers to curb their spending in advertising. As a result, the television media had the decline of 2.9%; and theater media had a decline of 63.1%. However, other media that have enjoyed the growth included the mobile advertising media for the growth of 17.6%; outdoor media with an increase of 16.0%; internet media with an increase of 8.9%; and the radio media with an increase of 7.6%, etc.

Advertising spending classified by media in 2022 and 2023

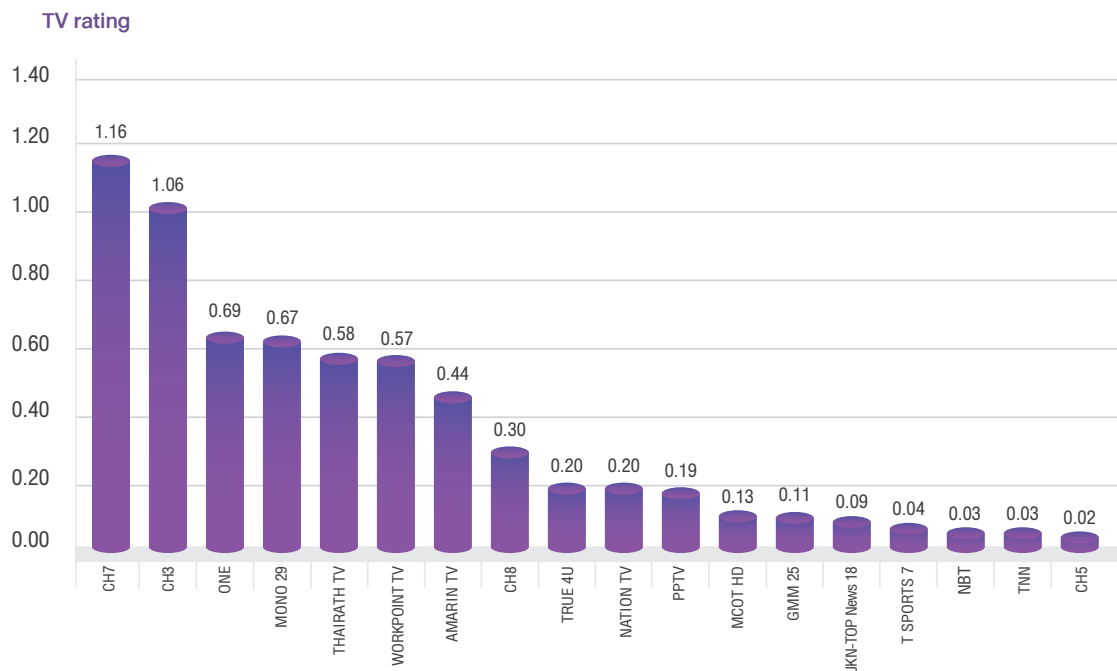


Source: AGB Nielsen Media Research (Thailand) Co., Ltd. and Digital Advertising Association (Thailand) (DAAT)

Industry Overview and Competition

Amid high competition in 2023, the business operators continued encountering many challenges from economic uncertainty, declining purchasing power, and other negative factors. Thus, the advertising buyers have suspended their spending in advertising. The continual development and changes of technologies were the critical factors that took effect to the consumption behaviors, and made some traditional media decline. The consumers tended to use the online platforms more; as a result, the advertising buyers were like to spend more advertising budget in the online media. However, the television media remained a main channel retaining the highest advertising spending.

Average popularity of television program viewing in 2023

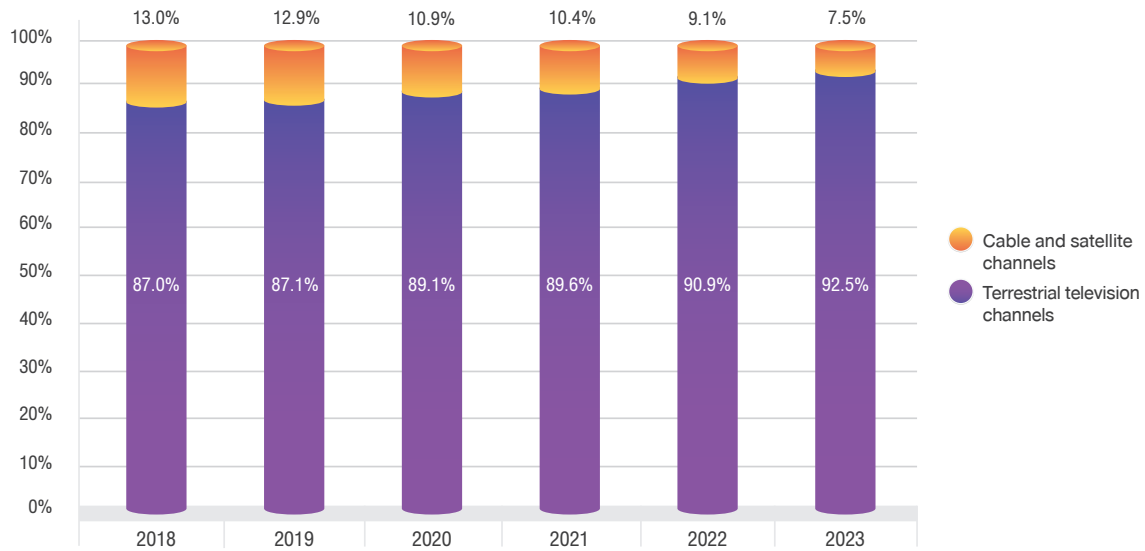


Source: AGB Nielsen Media Research (Thailand) Co., Ltd.

Competition of Television Stations

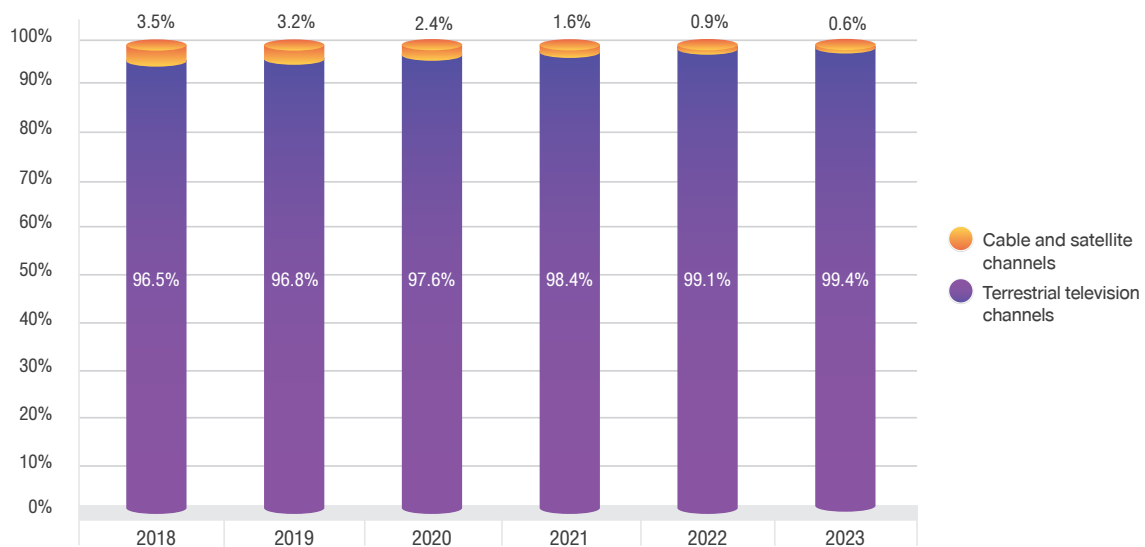
When comparing the sharing of audiences in the television industry (terrestrial, cable, and satellite), the proportion of audiences via terrestrial television has gradually increased during 2018 - 2023 or an increase from 87.0% in 2018 to 92.5% in 2023. Meanwhile, the sharing of audiences via cable and satellite has declined from 13.0% in 2018 to only 7.5% in 2023.

Sharing of Television Audiences



Source: AGB Nielsen Media Research (Thailand) Co., Ltd.

Market Sharing of Television Industry



Source: AGB Nielsen Media Research (Thailand) Co., Ltd.

Regarding the market sharing of the television industry (terrestrial, cable, and satellite), the sharing of television channels has increased constantly, that is, the market sharing of terrestrial television channels increased from 96.5% in 2018 to 99.4% in 2023. Adversely, the market sharing of cable and satellite television channels have continuously dropped from 3.5% in 2018 to only 0.6% in 2023.

The competition of the television business in 2024 remains high. The television media operators cannot stop develop their contents for maximum popularity, either news, entertainment, and others as they must compete with many television channels, and with the online media when the consumers are more likely to use the online media higher. This challenges the television media operators to have adaptation to capture the channel rating and advertising budget.

Marketing Strategy

MCOT Plc. created the integrated marketing strategy to arouse the recognition, relationship, satisfaction, and advertising budget as described below.

1. Making the integrated marketing communications constantly to approach various targeted groups for their perception and memorizing, and to persuade them to follow up contents of MCOT Plc. stations constantly.
2. Building relationship with audiences and viewers by arranging the program promotion activities and special activities in which they could participate so that they would feel more satisfied.
3. Creating the integrated-media sales promotion programs which were relevant to specific demands of each customer group, e.g. agency customer, state customer, direct customer, and the tailor-made sales promotion programs subject to the customers' problems.
4. Launching the marketing and sales projects in collaboration with many business alliances so that strength and expertise would be bound to create good projects for advertising buyers and audiences.
5. Creating the marketing and sales programs to satisfy the advertising buyers constantly.



SECTION 1

BUSINESS OPERATION AND OPERATING PERFORMANCE



1. BUSINESS STRUCTURE AND OPERATIONS OF THE GROUP OF COMPANIES

1.1 Policy and Business Overview

MCOT Public Company Limited (MCOT Plc.) is a state enterprise under the supervision of the Office of the Prime Minister. The core businesses of MCOT Plc. involve the television business (9 MCOT HD television channel), radio business (radio network of MCOT Plc.), news service agency (Thai News Agency), digital media and new businesses, and digital terrestrial TV broadcast facility service. MCOT Plc. has 2 subsidiaries; namely, Panorama Worldwide Company Limited; and SeedMCOT Company Limited.

MCOT Plc. operates the mass media business, listed on the Stock Exchange of Thailand, in the status of a public limited company. At present, the first two major shareholders of MCOT Plc. are the Ministry of Finance, holding 65.80% of shares, and the Government Savings Bank, holding 11.48% of shares. Others are the retail shareholders, holding 22.72% of the issued and paid-up shares.

1. Television Business

• 9 MCOT HD Channel 30

MCOT Plc. took part in a bid and was awarded the high-definition public broadcasting license for 9 MCOT HD No. 30. The licensing term is 15 years, starting from April 25, 2014 up to April 24, 2029. The broadcast schedule was presented in the theme of “Knowledge-based Society” under 4 main strategies:

1. Program relevance strategy – The broadcast schedule is provided relevantly to each group of audiences with continuity.
2. Program worthiness strategy – The program copyright is managed most efficiently, and cover all media platforms.

3. Direct communication strategy – The target audiences are fixed clearly their awareness of 9 MCOT HD channel is built up clearly.

4. Focus on content reliability and creditability of 9 MCOT HD.

The Company has also sought for and given opportunities to new business alliances so that 9 MCOT HD channel contained various contents, and obtained the income stability.

• Thai News Agency

The Thai News Agency or TNA is the center of producing, gathering, storing, and disseminating neutral, accurate, reliable and timely news and information delivered through different media platforms operated by MCOT Plc., including 9 MCOT HD Channel 30, radio station network of MCOT Plc., website, electronic media, social media platform, cooperation, and news exchange with foreign news agencies and major media in the world. The Thai News Agency adheres to the presentation of news under professional standards. Accurate and neutral news are always delivered based on the principle of mass media morality, and updated news reporting technologies. The Fact Checker Expert Center was also established as a center of checking facts in the online social media. The Thai News Agency has provincial offices located in four regions: Central and Eastern News Center, Northern News Center at Chiang Mai province, Northeastern News Center at Khon Kaen province, and Southern News Center at Hat Yai District in Songkhla province.

2. Sound Broadcasting Business

MCOT Plc. was awarded the license to use frequency in FM system for sound broadcasting service in the category of the commercial service in the term of 7 years, starting from April 4, 2022 up to April 3, 2029, for 47 MCOT FM radio frequencies nationwide, comprising 6 frequencies in Bangkok and vicinity areas, and 41 frequencies in other provincial areas nationwide in the name of MCOT Radio Network.

- **Central radio stations (Bangkok and vicinity)**

MCOT Plc. produces and presents many programs with various updated contents by program hosts who are experts in all fields, and by new-gen and popular program producers. The programs focus on all listener groups from service areas throughout Bangkok and neighboring provinces. The central radio stations of MCOT Plc. explicitly defines the target group and positioning of each radio station as follows:

Radio Station	Frequency	Program Model	Target Group
LTM FM 95 Look Thung Maha Nakhon	FM 95 MHz	Country songs and activities	20+
Thinking Radio 96.5	FM 96.5 MHz	Source of leading masterminds	35+
Active Radio: Thailand Strong Station	FM 99 MHz	Sports, tourism, and health	20 - 49
MCOT News FM 100.5	FM 100.5 MHz	News & Talk station	45+
MET 107 International Songs	FM 107 MHz	For life and music	20 - 39
Easy FM 105.5	FM 105.5 MHz	Easy listening songs	

- Provincial radio stations

MCOT Plc. provides the radio stations in FM system through 41 stations nationwide under the name of MCOT Radio Network as a modern network and new pace of the society for wisdom and creativity. These stations include:

Region	Number	Station
North	11	Chiang Mai, Chiang Rai, Nan, Phrae, Mae Hong Son, Uttaradit, Sukhothai, Phitsanulok, Phitchit, and Tak
Central	6	Sing Buri, Kanchanaburi, Chon Buri, Rayong, Chanthaburi, and Trat
Northeast	10	Udonthani, Kalasin, Loei, Nakhon Phanom, Buri Ram, Sakon Nakhon, Nong Khai, Nakhon Ratchasima, Ubon Ratchathani, and Si Sa Ket
South	14	Prachuap Khiri Khan, Krabi, Ranong, Chumphon, Nakhon Si Thammarat, Trang, Satun, Phuket, Surat Thani, Amphoe Lang Suan, Chumphon, Songkhla, Yala, Phatthalung, and Pattani

MCOT Plc. requires that the MCOT provincial radio stations shall be the local radio stations where the program production and presentation format are based on public and local interest. Each program must contain both knowledge and entertainment (edutainment), and allows public participation. The programs may be categorized into 3 as follows:

1) Local programs designed with local interest, such as “MCOT for Communities”, which allow listeners to raise opinions and complaints about local problems.

2) National Network Programs together with the broadcast of new programs presented by the Thai News Agency, and breaking news program from the host station FM 100.5 MHz in Bangkok to every MCOT provincial station across the country.

3) Nationwide programs to raise uniqueness and popularity to the operating stations in the cluster manner, and they are managed by the radio business management center in each region.

Except listening to MCOT radio programs via sound broadcasting, this service is also provided via the Company’s website at www.mcot.net and the application of each radio station or via streaming and social platforms, e.g. YouTube and Facebook of each station.

3. Terrestrial Television Broadcasting Network and Facility Services

• Digital Terrestrial Television Broadcasting Network and Facility Services

The television broadcasting network and facility services are to provide the service of connecting the devices to transmit or transfer sound or pictures in delivering the public news or programs from the station in the form of multiplex operators with duties of gathering program channels of several operators together, and of disseminating the national digital terrestrial television signal to the audiences’ television sets in many places.

MCOT Plc. received the broadcasting or television business license to provide the digital terrestrial television broadcasting network and facility services, national business category for a period of 15 years, from June 18, 2013 – June 17, 2028. The digital terrestrial television broadcasting facility services provided by MCOT Plc. provides the services through 6 standard-definition (SD) digital television channels and another 2 high-definition digital television channels. The service fees between SD system and HD system are different because one HD system shall be equal to 3 SD systems. These services are regulated by the Office of the National Broadcasting and Telecommunications Commission (NBTC).

MCOT Plc. has installed the digital terrestrial television network and facilities (MUX) in 39 main stations and 129 additional stations to cover over 95.1 percent of households nationwide since June 15, 2017 in accordance with the requirement of the NBTC so that the general people could watch through the television with DBV-T2 in the built-in tuner, and through the set top box. At present, there are only 4 agencies that have been licensed for such network service in the total of 5 networks; namely, 1) The Government Public Relations Department; 2) Royal Thai Army Radio and Television; 3) MCOT Public Company Limited; and 4) Thai Public Broadcasting Service (TPBS). MCOT Plc. has provided the national digital terrestrial television broadcasting services via the following channels:

- 1) Two high-definition digital television stations
 - 9 MCOT HD, Channel 30 operated by MCOT Plc.
 - Thairath TV, Channel 32 operated by Triple V Broadcast Company Limited

2) Standard-definition digital television stations

- Senate Channel, Channel 10 operated by The Secretariat of the House of Representatives
- Sports and Tourism Channel, T Sport 7 operated by the Sports Authority of Thailand.

• **Sound and television broadcasting facilities services**

The requirement of the NBTC prescribes that the radio communication station for the digital terrestrial television service (transmitter and antenna system) in both main station and supporting station of each network in every service area must be located on the same place, and broadcast on the same antenna.

MCOT Plc. is one of 4 service operators, which also included Royal Thai Army Radio and Television, The Government Public Relations Department, and TPBS, that were awarded the license to provide the digital terrestrial television broadcasting network and facility services, national business category for a period of 15 years, from November 17, 2013 – November 17, 2028. By this license, MCOT Plc. must be responsible for 44 facilities stations from 168 stations nationwide, which may be divided into 4 main stations from 39 stations in total, and 40 supporting stations from 129 stations in total.

4. Digital Business and New Business

MCOT Plc. gave a new definition of the digital business and new business so that the scope of business operation in each business can be specified clearer. The digital business and new business involve the digital service, social media in every platform, property development business, and newly initiated business by joint operations with some business alliances or by the Company's operation only, including:

• **Digital Business**

The revenues come from the production and selection of contents on online social media, and on MCOT platforms. The contents would be designed to be interesting, creative, and relevant to new demands and behavior of consumers in different platforms. These platforms are also a channel of communicating about the activities done by MCOT Plc. and other joint venture organizations, and other marketing activities. The original audience base has been gradually expanded to the digital media and online social media.

• **New Business**

The scope of new business consists of 2 directions:

- 1) Business developed from the mass media business; and
- 2) Business with opportunities of growth and income generating for the organization in the future such as asset utilization.

If MCOT Plc. has no expertise in any businesses, it would join hands with certain strong business alliances to develop them to be its new income sources in the future.

At present, MCOT Plc. has the products categorized as the digital business and new business such as Digital Media, TV Shopping (SHOP Mania), Content Business, Digital Assets, and MCOT Academy, etc. MCOT Plc. also has 4 big plots of land in Bangkok; namely:

1. A 50-Rai plot of land at Ratchadapisek
2. A 20-Rai plot of land at Rama IX where the MCOT head office is located
3. A 59-Rai plot of land at Bang Phai, Phuttamonthon 3
4. A 40-Rai plot of land at Nong Khaem

MCOT Plc. places the business expansion model in forms of partnership, or makes investment in the form of merger and acquisition (M&A) in the level of small companies or joint venture by taking account of market opportunities, trend of consumer behavior, and business growth or new business direction developed from the existing businesses.

1.1.1 Mission, Objectives, Goals, or Corporate Strategy

The **2023 – 2027 rehabilitation plan** has been prepared in accordance with the Resolution of the meeting of the Board of Directors of the State Enterprise Policy Office (SEPO) No. 1/2021 on March 10, 2021. MCOT Plc. was ordered to be under supervision of SEPO on solution of state enterprises and was required to prepare the 2023 – 2027 rehabilitation plan based on current and future business factors. Mass media business has a correlation with information technology, therefore, has a high tendency to face uncertainties. It is the context in VUCA World, which consists of volatility, uncertainty, complexity, and ambiguity. Therefore, MCOT Plc. gives precedence to the new management model, either corporate management, human resource management, or capital management, that is, the Company must seek for

revenues from its existing revenue sources, and for other new markets or new business opportunities. Meanwhile, the Company must adhere to its identity or corporate strength, and build up the strategic partners and stakeholders to enhance sustainable development according to the Environment, Social and Governance guideline (ESG). This development guideline is prioritized by every organization, especially listed companies and investors worldwide as a new guideline to drive businesses to enjoy the sustainable growth. This could be seen from all fund managers, especially institutional and foreign investors who put emphasis on making investment in companies which have operated their businesses by taking account of business and social sustainability more, which must involve 4 strategic objectives as follows:



Strategic 1 : MCOT x Strategic Partner

1) MCOT x Strategic Partner – To build up the new S-Curve as new revenue sources deriving from new businesses that MCOT Plc. has never operated before under investment or joint ventures with certain business alliances or by generating revenues from its property development project or existing assets.



Strategic 2 : Enhancing Competitiveness

2) Enhancing Competitiveness – To give precedence over applying the Company's competitive advantage to refresh the operations of its main businesses, e.g. television business, radio business, engineering service business, and digital business to ensure the Company's competitiveness in the market, sustainable profit, brand identity and product recognition of MCOT Plc., and smooth management of customers, operating cost, and liquidity.



Strategic 3 : Trusted and Creative Contents

3) Trusted and Creative Contents – To analyze audiences/listeners to find out the direction and trend of program contents responding their demands; to produce and supply relevant contents; to present reliable news and contents in accordance with the corporate vision; and to create Evergreen Contents as an asset capable of generating revenues constantly.



Strategic 4 : Organizational Transformation for Sustainability

4) Organizational Transformation – To make the Company's business operation active and competitive in the market; to drive its businesses for sustainability; and to manage any impact to its stakeholders.

Under the aforesaid policy, MCOT Plc. defines the vision, mission, corporate core values, objectives, and goals to be in line with business circumstances as follows:

1. Vision “Provider of trustworthy, accurate and timely content”

2. Mission

Audience	: To present useful content through all our media platforms to meet the needs of the target audience and be socially responsible.
Customers/Partners	: To deliver value and build up engagement through effective operations under adoption of technology and innovation.
Employees	: To continuously and effectively develop human resources and prepare them for changes.
Shareholders	: To create sustainable returns through effective management with good governance.
Society and community	: to promote informative content to build an active society.
Country	: To deliver sensible content to create wisdom, trust and positive image for the Country.

3. Corporate values and expected behaviors based on corporate values

Corporate Core Value: MCOT + S

M – Modernity	: Be wise to the world, never stop learning and improving, think creatively, dare to create, and take actions with no concerns about mistakes
C – Collaboration	: Working in team, eager to help
O – Operational Excellence	: Contributions, be responsible for duties, set up goals for joint achievements, push forward for outcome
T – Transparency & Trust	: Believe in team, frank, pay respect with each other
+S – Spirit	: Put your heart into your work, work professionally

4. Corporate goals and goals of the middle-term plan

MCOT Plc. defines its business operation for Year 2023 – 2027 in the corporate goals as follows:

- 1) MCOT Plc. will be listed in Thailand Sustainability Investment (THSI) by Year 2025.
- 2) White media to present contents benefiting and strengthening the society.
- 3) MCOT Plc. shall manage its portfolio of products and services.
- 4) MCOT Plc. shall expand the business from new investment models.
- 5) MCOT Plc. shall develop the sustainable business operation under local and international standards.

The framework on implementations and goals of the business rehabilitation plan of MCOT Plc. during 2023 – 2027 is as follows:

- 2022 : Business Revival
- 2023 : Sustainability Initiatives – To emphasize on trusted and creative content; to refresh and communicate about the branding of MCOT products and services; and to revise the Company's rules and regulations to be consistent with its business operation at present and in the future.
- 2024 : Seeding the Future – To proceed the development to become the Content Creator; to prepare for the expiration of the television/sound/network/facilities licenses; and to consider investment in new businesses in the form of merger and acquisition (M&A).
- 2025 : Accelerating Business Growth – To participate in Thailand Sustainability Investment Assessment of the SET; and to create the profit from the digital business and new business initiated in the previous year.
- 2026 – 2027 : Hunting new opportunities – To develop the sustainable business operation guideline in accordance with local and international standards; to manage the portfolio of MCOT products and services; and to expand the business from investment by creating the new S-Curve.

5 Years Plan

Year 2023 Sustainability Initiatives

- To emphasize on Trusted Content.
- To refresh and communicate about the branding of MCOT products and services.
- To revise the Company's rules and regulations to be consistent with its present business operation.
- To set up the direction/ prepare for an establishment of subsidiaries and investment in the future.
- New investment, Phase 1: To take account of investment in form of joint venture/co-project.
- To generate revenues from the property development (50-Rai plot of land/ Nong Khaem/ Bang Phai).
- To be prepared to be a data-driven organization.
- To operate the business in accordance with the sustainability development guideline (economic, social, environmental - ESG).



2023

Year 2024 Seeding the Future

- To be developed to be the Content Creator.
- To prepare for the expiration of the television/sound/network/facilities licenses.
- New business, Phase 2 - To consider investment in the form of merger and acquisition (M&A).
- Thailand Fact-checker Representative.
- To improve the operating system from blueprint of the enterprise architecture (EA).
- To set up the synergy for MCOT ecosystem.



2024

Year 2025 Accelerating Business Growth

- To participate in Thailand Sustainability Investment from the SET.
- To be the Content Creator in every platform.
- To improve MCOT community in every product for business development.
- To generate the profit from the digital business and new business initiated in the previous year.
- To be the data-driven organization.



2025

1. Thailand Sustainability Investment in 2025.
2. To present contents benefiting and strengthening the society.
3. To be a part in lifestyle of people in the society.
4. Contemporary image.

Year 2026-2027 Hunting New Opportunities



2026-2027

1. Thailand Sustainability Investment
2. To present contents benefiting and strengthening the society.
3. To manage the portfolio of products and services.
4. To expand the business from new investment.
5. To develop the sustainable business operation guideline in accordance with local and international standards.

1.1.2 Significant Changes and Milestone

Background

In 1952, the Thai Government established Thai Television Company Limited to provide the broadcasting and television service for the first time in Thailand. Later, on February 3, 1977, the Cabinet passed the resolution to dissolve the business, and enacted the Royal Decree for the establishment of The Mass Communication Organization of Thailand (M.C.O.T). On April 9, 1977, the status of The Mass Communication Organization of Thailand (M.C.O.T) was changed to be a state enterprise under supervision of the Office of the Prime Minister whereas it received the transfer of all officers and employees as well as businesses of Television Station Channel 9, Television Station 3, and Radio Station from Thai Television Co., Ltd. On June 16, 1977, M.C.O.T. instituted The Thai News Agency to work on news. This deems an official establishment of the news agency in Thailand. Later, in 1989, M.C.O.T. jointly operated the business with the private sector to provide the television subscription service for the first time in Thailand in the name of UBC (United Broadcasting Corporation) or True Visions at present.

On August 17, 2004, M.C.O.T. was converted from Mass Communication Organization of Thailand in accordance with the State Enterprise Corporatization Act to be MCOT Public Company Limited or MCOT Plc. with an initial registered capital of Baht 3,000 million, comprising 600 million common shares with a par value of 5 Baht per share, and the entire portion of shares were held by the Ministry of Finance. MCOT Plc. increased its capital from Baht 3,000 million to Baht 3,835 million by an issuance of 167 million capital-increase ordinary shares with a par value of Baht 5 per share on September 24, 2004. On October 8, 2004, the Company was listed on the Stock Exchange of Thailand, and offered the initial public offering on November 17, 2004. MCOT Plc. is the largest media operator in Thailand; it possesses both television and radio media, and provides the mass media services through many platforms.

At present, MCOT Public Company Limited (MCOT Plc.) is a state enterprise in the form of a public limited company under the supervision of the Office of the Prime Minister. The core businesses of MCOT Plc. involve the television business (9 MCOT HD television channel), radio business (radio network of MCOT Plc.), news service agency (Thai News Agency), digital media and new businesses, and digital terrestrial TV broadcast facility service. MCOT Plc. has 2 subsidiaries; namely, Panorama Worldwide Company Limited; and SeedMCOT Company Limited.

Substantial Operations in 2023

In 2023, MCOT Plc. has implemented the preset strategy with a focus on boosting competitiveness as specified below.

3 February

MCOT Plc. submitted a letter to the Stock Exchange of Thailand informing that the Meeting of the Board of Directors of MCOT Plc., No. 3/2023 on February 3, 2023 passed the resolution to approve the appointment of Mr. Phatiyuth Jaiswang, Executive Vice President, Product Group, to be the Acting President.

7 February

MCOT Plc. Volunteer in collaboration with MCOT Radio Station, Nan Province, FM 92 offered many stuffs donated by MCOT employees and other devout persons to children who were Mlabri hill tribe at Baan Huay Lu School, Baan Huay Lu Border Patrol Police Learning Center and Mae Fah Luang Thai Hill Tribe Learning Center, Amphoe Muang, Nan Province.

12 February	“Doraemon” broadcast via 9 MCOT HD, Channel 30 received the Japanese Culture and Entertainment Award in the honorary ceremony of offering awards to organizations contributing the Japanese learning, language teaching, and culture from Hakuhodo Foundation which is a foundation supporting the studying of Japanese language by children on abroad.
16 February	MCOT Plc. signed the Memorandum of Cooperation with Digital Business Consult Company Limited, an organization with expertise in the Private Data Protection Act (PDPA), to educate about the PDPA, and to arrange the seminar course on private data protection law for the personnel of state and private agencies via MCOT Academy.
16 February	MCOT Plc. signed the Memorandum of Cooperation with Thai Media Fund to promote the production, access, and development of safe and creative media.
20 February	The Sure and Share Center of MCOT Plc. launched “Sure and Share for EDUCATION” in THAILAND NATIONAL CYBER WEEK 2023, which was the collection of many contents and activities relating to the formation of learning skills that were wise to media, fake news, and cyber threat for several groups of learners. This event was consistent with “MCOT Cares, Good Media - Good Society” guideline initiated by MCOT Plc.
25 February	9 MCOT HD, Channel 30 proceeded live broadcasting in the occasion when Her Royal Highness Princess Maha Chakri Sirindhorn presided over “King Rama II Memorial Park Fair” at King Rama II Park, Amphoe Amphawa, Samut Songkram. This event was greatly praised by various agencies that mutually arranged it.
22 March	9 MCOT HD, Channel 30 arranged the content to please the audiences by joining hands with fans of “EJAN” Page by presenting the documentary program regarding looking for lost persons of the family. The program told about the family attachment according the program slogan “Miracle of Lost Love” in “ETOEY EJAN” from online to TV screen.
23 March	MCOT Plc. performed the social activity under the concept of “MCOT Cares-Good Media, Good Society” in 2023, in collaboration with the business alliance, SGC Packaging Public Company Limited (SCGP) to launch “MCOT Cares: Paper-Cycle, Separate, Exchange, New” project.
29 March	Mr. Phatiyuth Jaiswang, Executive Vice President, Product Group and Acting President together with some executives of MCOT radio network stations had the press release regarding “MCOT Radio Go Together” to inform of MCOT radio business movement. The press release was also joined by many alliance agencies, customers, DJs, and artists.
2 April	MCOT Plc. received the honorary plaque as an agency supporting the promotion of the quality of life of persons with ASD in the World Autism Awareness Day held by The Association of Thai Persons with Autism, and Autistic Thai Foundation.

7 April	The Board of Directors and the Management of MCOT Plc. welcomed many honored guests from government and private agencies visiting MCOT to extend their congratulations on the occasion of the 71 st anniversary of “MCOT Getting Along with the Thai Society”, and to make donations to “Utokapat Foundation under Royal Patronage” to support the water management for the sustainable community development.
20 April	MCOT Plc. signed the Memorandum of Cooperation on Driving of Good Governance and Corporate Governance” with the Office of NACC, the State Enterprise Policy Office, the Securities and Exchange Commission, Thai Institute of Directors, and other state enterprises.
2 May	MCOT Plc. jointly promoted the development of the quality of life for destitute people in Nonthaburi by purchasing “recycled handbags” to be the rewards in the corporate image promotion activities under “MCOT Care, Good Media, Good Society” project. The handbags were made by destitute people and mental health recovering people under the care of “Nonthaburi Home for Destitute”, Ministry of Social Development and Human Security (PorMor.)
12 May	MCOT Plc. was trusted as a television station copyrighted for live broadcasting in the 2023 SEA Games. MCOT Plc. was well-prepared in personnel, equipment, and places to centralize the receipt and distribution of live broadcasting to other media stations and online platforms.
14 May	MCOT Plc. assembled all of its media platforms including The Thai News Agency, 9 MCOT HD Channel 30, FM 96.5, FM 100.5, 41 MCOT radio stations nationwide, and Backbone to closely follow the general election of the country or “MCOT Election Insight 2023” by mobilizing the news reporters to observe every election site and to report all important movements to let MCOT audiences and listeners know first who would be the next Prime Minister.
29 May	Nine Entertain, an entertainment news program, received “Ganesha” Award, Achievement Awards, for the Best Edutainment News, organized by Dara Inside TV Magazine in collaboration with the Announcement of Ganesha Award Project.
1 June	MCOT Plc. in collaboration with Thai Health Promotion Foundation and Media for Health Foundation arranged the talk entitled “Wise to Danger of Electric Cigarette” on the occasion of the World No Tobacco Day so that the employees in the organizations could be involved in the campaign of reducing the consumption of tobacco and electronic cigarette. This talk also educated about the danger of electric cigarette.
13 June	Mellow POP arranged a mini concert “Boys in The Rain presented by Lactasoy”, presented by T-POP boy band led by XI, Rew Danupol, TYTAN, MARK PROM, THI-O-TUTOR, THE7, PERSES and TRITINY who offered both happiness and smile through their special show.

16 June	The 46 th anniversary of the Thai News Agency, which was established on June 16, 1977. It is the first news agency of Thailand and it deems an international news agency which adheres to the presentation of accurate and neutral news under morality of mass media.
16 June	MCOT Plc. delivered the vinyl canvas from arranging the 9 Entertain Awards 23 activity to “Nonthaburi Home for Destitute”, Ministry of Social Development and Human Security, to be recycled to be new canvas tote bags. This is to create the career and income for destitute persons.
3 July	“NineEntertain” won “Best Content Entertainment” award from ASIA TOP AWARD 2023 held by World Trader Association to promote the cultural shows through the entertainment industry that could be developed to gain the economic value.
3 July	Total 41 provincial radio stations of MCOT Plc. jointly created the awareness of environmental conservation on the occasion of “Plastic Bag Free Day” when the employees and officers in 41 provincial radio stations of MCOT Plc. helped create the awareness of environmental conservation.
4 July	MCOT Plc. signed the Memorandum of Cooperation on “Cooperation on Information Sharing to Upgrade the Receipt of Public Information” with Kasetsart University Alumni Association under the King’s Patronage (KU-Alumni) for sharing of some research information and development of tea, and for joint content development and knowledge dissemination through media platforms of MCOT Plc.
14 July	MCOT Plc. received the CAC Certification in “CAC Certification Ceremony 2023: Success Story for Sustainability” held by Thai Collective Action against Corruption (CAC). MCOT Plc. has been certified by CAC for the consecutive term.
18 July	MCOT Plc. and MV TV (Thailand) Company Limited arranged the press release regarding the return of Chinese fighters in great Chinese series.
25 July	MCOT Plc. signed the Memorandum of Cooperation with Siphaya Publishing Company Limited (Daily News network) as a synergy of news presentation by 2 media organizations. Both would join hands to improve the presentation format, to develop development, and to produce other contents beneficial to the public in the future. This cooperation was to stress strength and expertise of both organizations in the production of news content.
13 August	Mr. Phatiyuth Jaiswang, Acting President of MCOT Plc., and Mr. Tawan Chairat, Director of FM 96.5 participated in the candle lighting ceremony to express well wishes on Her Majesty Queen Sirikit, The Queen Mother’s Birthday, and in releasing all 4 groups of runners in “12 August Half Marathon Bangkok 2023” This event was also joined by program directors of FM 96.5 and MCOT Running Club, and fans of Thinking Radio.

18 August	Mr. Peerapon Anutarasoat, Manager of Sure and Share Center of MCOT Plc. received the honorary plaque as “Supporter to Anti-money Laundering Office on prevention and suppression of money laundering, and on combating money laundering and the financing of terrorism and proliferation” on the 24 th anniversary of establishing the Anti-Money Laundering Office (AMLO).
22 August	9 MCOT HD, Channel 30 in collaboration with Very Great Company Limited arranged a sacrifice for a new Y series “Baan Chai Mong”, first Thai series dubbed into Thai, broadcast on 9 MCOT HD.
24 August	MCOT Plc. announced the cooperation to integrate and promote Thai Fact - Checking Network.
26 August	MCOT Plc. and its business alliances mutually arranged the press release regarding preparedness of live broadcasting for the 19 th Asian Games at Hangzhou, China. 9 MCOT HD, Channel 30 was one of 11 television stations proceeding the live broadcast of this event.
2 September	Dan Din Tin Tai program of Phattalung Radio Station received the Moral Award 2022 in the category of radio program media, held by Center for Morality Promotion (Public Organization).
6 September	MCOT Plc. as a mass media organization which prioritizes the anti-corruption in accordance with the policy that “At MCOT, we all work together towards a common goal of promoting transparency and anti-corruption to achieve sustainable development.”, and as a member of Thai Collective Action against Corruption (CAC) showed the anti-corruption power in the parade under the concept of “Sure and Share” in the parade name of “Detect Lies and Detect Fraud...Fight against Corruption”
8 September	MCOT Plc. and Srinakharinwirot University signed the Memorandum of Cooperation on academic cooperation and professional knowledge sharing to encourage the university students to engage the media experience that would be useful for their career and the society.
26 September	MCOT Plc. received 3 awards from “Nataraja Award”, No. 14 for Year 2022; namely, Best News and Content Local Station Award given to MCOT FM 95.75 MHz Phattalung, Dan Din Tin Tai Don Pon Muang Lung program; Best Talk Show Award given to Perspective program of 9 MCOT HD, Channel 30, and Best MC Award given to Khun Suwikrom Amaranon of Perspective program.
26 October	MCOT Plc. in collaboration with Bitkub Blockchain Technology Company Limited moved forward “NFT MCOT” by driving “Digital Art” as inspired by the voice actors’ voice in Channel 9 Cartoon program to the digital asset. The first collection “9 Cartoon The Collection” was launched on Bitkub NFT platform.

30 October	FM 96.5 Thinking Radio arranged a talk to please persons with initial insomnia, and to please persons who wanted to set up the financial plan for retirement in the Doctor's Talk activity, Health & Wealth Creation Session, at The Emerald Hotel.
31 October	MCOT Plc. in collaboration with Siam Paragon Shopping Mall celebrated the 21 st anniversary of NineEntertain program by arranging a free concert "MCOT x SIAM PARAGON present "Nineentertain Birthday Festival 21st Anniversary". This concert created happiness in fans for 7 full hours, and the unexpected response was returned. This made #9ent bd21 st rank first in Trend X or Twitter of Thailand.
5 November	MCOT Plc. arranged MCOT RUN 2023 (low carbon run challenge) in 4 running tracks in 4 provinces; namely, 1. Running and Zoo Sightseeing at Chonburi province, 2. Running and Nature Sightseeing at Nan province, 3. Running on the Beach at Songkhla province, and 4. Running along Mekong Riverside at Nakhon Panom province.
8 November	MCOT Plc. was assessed from the Corporate Governance Report of Thai Listed Companies for Year 2023 in "Excellent" rating from Thai Institute of Directors.
12 November	MCOT Plc. expanded the alliance network, and presented its remarkable contents like "Sure and Share", The Thai News Agency, "Mellow POP" Platform, top hit songs of Thailand. Content Business also showed Platform Yriety and hit series "Fah Lan Rak" previously broadcast via Prospective program and broadcast in Korea in K-EXPO Thailand 2023 held on 11 - 12 November, 2023 at Queen Sirikit National Convention Center.
13 November	FM 99 Active Radio arranged "Rally of Remembrance" Rak Lok Low Carbon for the route of Bangkok-Petchaburi. The rally was led by DJ Team 99 who took the program fans to check in Guangzhou Floating Market to buy local goods before going to learn about the wisdom of palmyra palm at Uncle Tanom Palm Orchard, and other tourist attractions in Petchaburi.
15 November	MCOT Plc. joined the press release for "Miss Chinese International Thailand 2023" contest to find out a Thai-Chinese girl to participate in "Miss Chinese International Pageant 2024" held at Macao Special Administrative Region, China on February, 2024.
22 November	The Content Business Unit of MCOT was invited by the Department of International Trade Promotion to join the activity of promoting Thai image, contents, and series, and to form the network between Thai and Japanese operators, which would lead to joint trading and investment in the future.
28 November	MCOT Plc. signed the Memorandum of Cooperation with Mr. He Zukun, President of Yunnan Daily Press Group, to disseminate the information about local culture and tradition of Yunnan, China via World Pulse program, produced by the Foreign News Division, The Thai News Agency, and via other online channels of MCOT Plc.

1.2 Nature of Business

MCOT Public Company Limited (MCOT Plc.) is a state enterprise in the form of a public limited company whereas the Ministry of Finance is the major shareholder under the supervision of the Office of the Prime Minister. It was incorporated as a public company limited on August 17, 2004 by mean of the conversion from the Mass Communication Organization of Thailand (M.C.O.T) by virtue of the Capital of State Enterprise Act B.E 2542 (1999), and being listed on the Stock Exchange of Thailand on October 8, 2004. Later, on November 17, 2004, its IPO was offered. At present, two major shareholders of MCOT Plc. are the Ministry of Finance, holding 65.80% of shares, and the Government Savings Bank, holding 11.48% of shares. Others are the retail shareholders, holding 22.72% of the issued and paid-up shares.

MCOT Plc. operates the media business, comprising television and radio business (9 MCOT

HD), radio broadcasting business (MCOT radio station network), news service agency (The Thai News Agency), digital media and facilities service, and digital terrestrial television broadcasting network under the vision “Provider of trustworthy, accurate and timely content”. MCOT Plc. has prepared for the business future by trying to expand the digital media business based on the market trend, and by pushing its revenue growth.

The main revenue of MCOT Plc. comes from the mass media business. Over 90% of its operating performance come from the traditional media and digital media. The revenue structure of MCOT Plc. may be categorize by its business operation into 4 groups as follows:

- 1) Television business
- 2) Radio broadcasting business
- 3) Digital terrestrial television broadcasting network and facilities business
- 4) Digital and new businesses

Business Structure of MCOT Plc.



MCOT Plc. has the business structure and several business operation models as described below.

• **Group of businesses with high market growth/low market sharing (Analyze)**

This group involves the content business, news content from the Thai News Agency, entertainment content from 9Entertain and Shop Mania (TV Shopping), as well as digital business, and game business.

Business competitiveness direction

- Make investment and join hands with certain strategic partners with expertise in particular businesses.
- Expand the market by relying on data analysis.

This business group needs a huge amount of investment for expansion. To drive this group of businesses into the Star Group. MCOT Plc. anticipates that the capital sources will come from the business development and property utilization. The revolving capital for investment would start from 2023 onward.

• **Group of businesses with low market growth/high market sharing (Milk)**

This group involves the radio business, digital television network service business or building network operator (BNO), property development and utilization business (land), training and seminar business (MCOT Academy).

Business competitiveness direction

- Control the operating cost to increase the margin; and build the business alliances.
- Take some returns from the investment management business to invest in new businesses.

• **Group of businesses with low market growth/low market sharing (Divest)**

This group involves the television business.

Business competitiveness direction

- Control the production cost; and build the alliances.
- Utilize the properties to find out new business opportunities from production works, or lease of production equipment, studio for program production.

1.2.1 Revenue Structure

MCOT Plc.'s revenue structure may be divided into 4 types: revenue from service offering, gain from fair value adjustment of investment property, other revenue, and financial revenue as detailed below.

Types of revenue	Jan 1 – Dec 31, 2023		Jan 1 – Dec 31, 2022	
	Million Baht	%	Million Baht	%
1. Revenue from service offering	1,275.69	53.53	1,373.31	97.53
2. Gain from fair value adjustment of investment property	1,070.29	44.91	0.00	0.00
3. Other revenue	35.44	1.49	34.33	2.44
4. Financial revenue	1.86	0.08	0.52	0.04
Total revenues	2,383.28	100.00	1,408.06	100.00

1.2.2 Information about the product

Television Station Business

The former name of Modernine Television station is “MCOT 9 Television Station”, broadcast under CCIR/PAL 625 in the analogue system around the clock from the base station located at the head office in Bangkok to other 35 provincial network stations around the country. The service scope covers 87.0 percent of areas nationwide, and 88.5 percent of people in those service areas. Modernine TV station in the analogue system has stopped the broadcasting service since July 16, 2018 according to the period of returning the frequency allocated by the Office of the NBTC. Since 2014, MCOT Plc. has provided the digital terrestrial television broadcasting network service according to licenses to operate commercial digital terrestrial TV channels at the national level in 2 channels comprising a High Definition (HD) variety and Standard Definition (SD) Family channels. The term of such licenses is 15 years, starting from April 25, 2014 to April 24, 2029.

MCOT Plc. returned a digital terrestrial TV license in the category of kids and families (MCOT Family Channel 14) in accordance with the Order of the National Council for Peace and Order, No. 4/2019 regarding Solution for the Television and Telecommunication Industries in Clause 10 prescribing that any digital terrestrial TV licensee who wishes to return the license must submit its written request to the Office of the NBTC, and the broadcasting of this channel stopped on September 16, 2019.

Nature of Product or Service

The television service business in Thailand has transit from analogue to digital terrestrial television broadcasting when the National Broadcasting and Telecommunications Commission (NBTC) announced the First Broadcasting Master Plan (A.D. 2012 – 2016), which defines that the total

number of digital terrestrial television broadcasting channel is 48 channels whereas 12 channels are provided for community services (in each service area), and another 12 channels for (national) public broadcasting services. The licensing for both categories of channels shall be based on the Beauty Contest selection method. For another 24 national business broadcasting service channels, the licenses are allocated by auction. The business broadcasting service channels are divided into 4 categories; namely, 3 Standard Definition (SD) kids and families licenses; 7 SD news and informative licenses; 7 SD general licenses; and 7 High Definition (HD) general licenses. An applicant for the digital television service license must be a state enterprise or a company incorporated under Thai law with a core objective of undertaking the broadcasting or television business under Section 13(2) of the Broadcasting and Television Business Act.

MCOT Plc. is a state enterprise with a main objective of operating the broadcasting or television business. It was a bidder in the spectrum auction for the national digital terrestrial TV broadcast service license on December 26 – 27, 2013, which would be used for its business operation pursuant to the corporate vision and mission. The Meeting of the National Broadcasting and Telecommunications Commission (NBTC), No. 1/2014 on January 6, 2014 passed the resolution to approve the spectrum auction result for such national digital television service whereas MCOT Plc. was awarded for such licenses. The NBTC sent the Letter, No. SorTorChor 4006/935 dated January 10, 2014 informing of the auction result that MCOT Plc. was awarded for 2 spectrum licenses as follows:

- HD general license amounting to Baht 3,340 million; and
- SD kids and families license amounting to Baht 660 million.

The investment in such auction came from the Company's cash as approved by the National Economic and Social Development Council, and the Cabinet. The 2014 Shareholders' Meeting also ratified such auction and acquisition of the national digital terrestrial TV broadcast service license in HD General Category, and SD Kids and Families Category; complied with the conditions before receiving such licenses; took all related actions; and made investment to procure and improve any tools and equipment for TV program production and provision of television service under such spectrum licenses. The licensing term is 15 years, starting from April 25, 2014 up to April 24, 2029. The broadcasting service must be provided within 30 days upon the date of licensing in accordance with the NBTC Notification on Criteria and Procedures for Radio and Television Broadcasting Network Services 2012.

MCOT Plc. has provided the digital terrestrial television broadcasting service via 2 channels, 9MCOTHD and MCOT Family. Later, the broadcasting of MCOT Family Channel 14 was stopped on September 14, 2019 when the digital terrestrial television broadcasting service license in kids and families category (MCOT Family - No. 14) was returned to the NBTC in accordance with the Order of the National Council for Peace and Order, No. 4/2019 regarding Solution for the Television and Telecommunication Industries in Clause 10 prescribing that any digital terrestrial TV licensee who wishes to return the license must submit its written request to the Office of the NBTC.

At present, MCOT Plc. has provided the digital terrestrial television broadcasting service via only one channel or MCOT HD Channel 30 in HD general category, which is the main business operation in relation to the program production

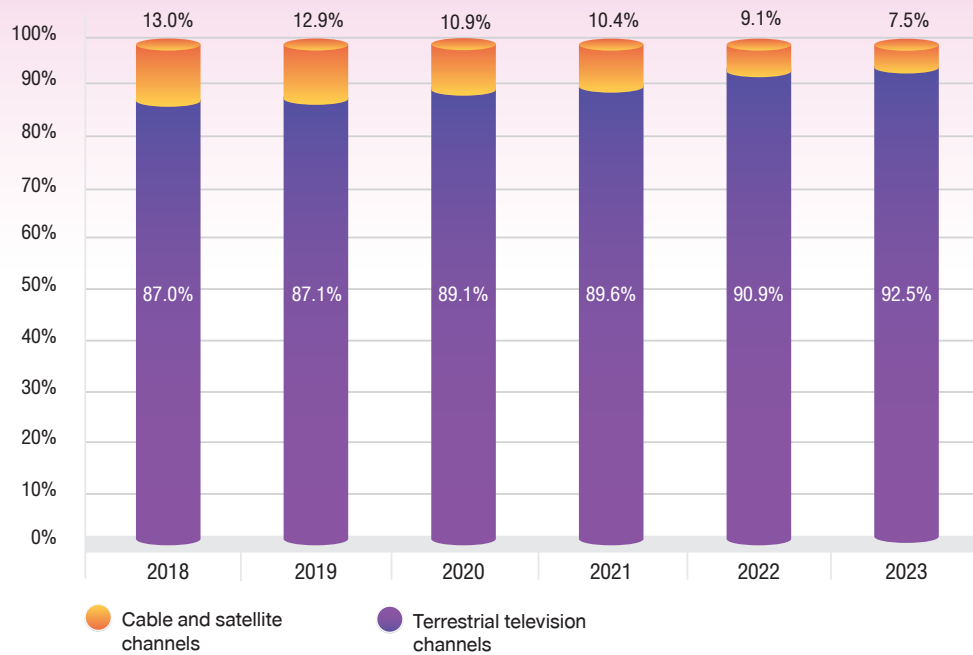
for broadcasting, and broadcasting control for 24-hour broadcasting via the national digital terrestrial television network in 39 base stations and other additional stations for not less than 129 stations covering the service areas nationwide.

The programs broadcast via 9 MCOT HD are in conformity with the Company's strategy in scheduling the programs subject to specific audiences in each broadcasting time. The program scheduling must be relevant to target audiences and their changing behaviors as they may view contents on other platforms. MCOT Plc. also pays attention to program content reliability through the presentation of news and informative programs and edutainment programs. The Company focuses on controlling the program production by itself to enable to exercise its rights with the existing and new alliance, and to develop its revenues completely.

Marketing and Competition

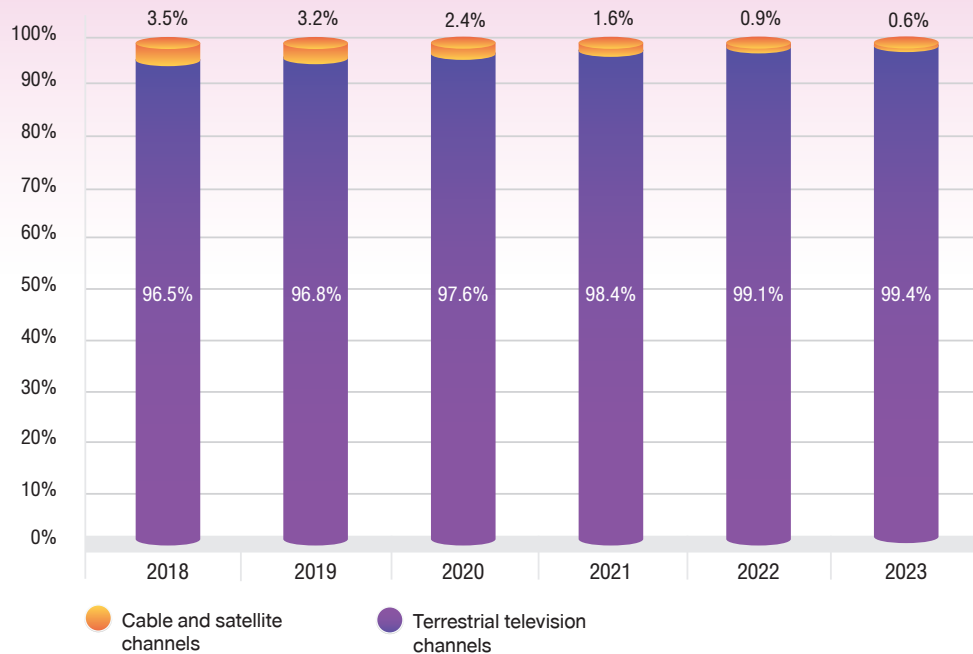
For the proportion of audiences in the television industry (terrestrial TV and cable and satellite), the proportion of audiences via terrestrial TV channel has gradually increased during 2018 - 2023 or an increase from 87.0% in 2018 to 92.5% in 2023. Meanwhile, the proportion of audiences via cable and satellite has remarkably declined from 13.0% in 2018 to 7.5% in 2023.

Proportion of Television Audiences



Source : AGB Nielsen Media Research (Thailand) Company Limited

Market Share of Television Industry



Source : AGB Nielsen Media Research (Thailand) Company Limited

Regarding the market share of television industry (terrestrial TV, cable and satellite), that of the terrestrial TV has been continuously increasing. The market proportion of terrestrial TV channels increased from 96.5% in 2018 to 99.4% in 2023; meanwhile, the market share of cable and satellite channels continuously decreased from 3.5% in 2018 to 0.6% in 2023.

TV Program Structure of 9 MCOT HD Channel 30

MCOT Plc. puts emphasis on the program scheduling and program format based on the business policy, contents of the station, and corporate objectives. Program broadcast scheduling depends on audiences in each period. The main audiences of each program will be subject to specific features of each TV program. The Company always pays attention to the program content reliability, and channel creditability by presenting many news and informative, and edutainment programs. The Company still focuses on the TV programs it has produced in order to control the program production, or to acquire the right of selling the advertisement in those programs completely, either SPOT or Tie-in.

In 2023, the broadcast schedule was presented in the theme of “Trusted Content and Platform” under 4 main strategies:

1. Program relevance strategy – The broadcast schedule is provided relevantly to each group of audiences, and continuously.
2. Program worthiness strategy – The program copyright shall be managed most efficiently, and cover all media platforms.
3. Direct communication strategy – The target audiences will be fixed clearly while the matters to be communicated will be determined for convenient recognition.
4. Focus on content reliability and creditability of 9 MCOT HD.

The Company has also sought for and given opportunities to new business alliances so that its channel contained various outstanding contents, and obtained the income stability. The Company pleasantly welcomes more business alliances to operate different business models. Therefore, MCOT Plc. engages a variety of program producers, but the program contents are still friendly to the audience in accordance with its conceptual framework “Trusted Friend Aside”.

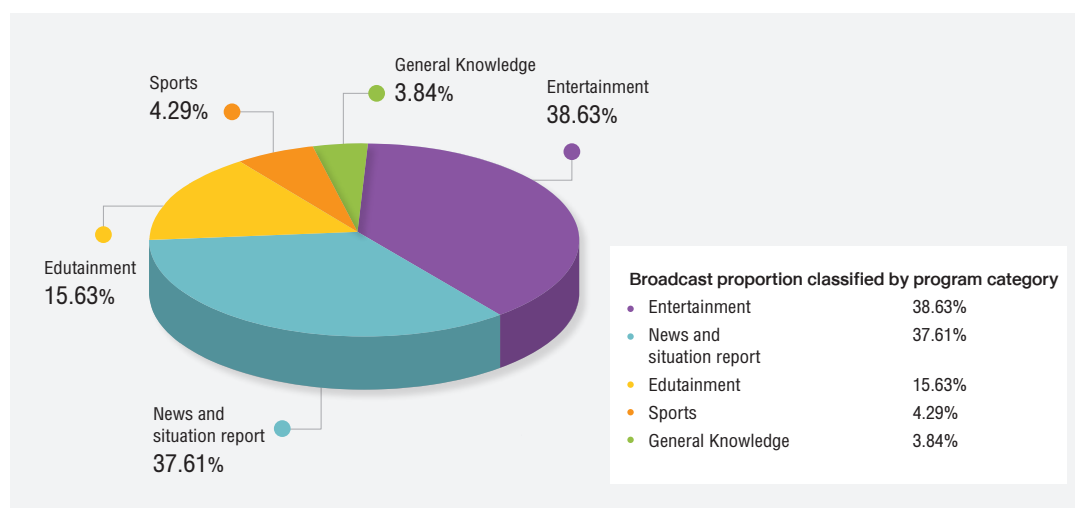
In 2023, 9 MCOT HD had the proportion of news and situation report programs representing 37.61%. Such programs were presented through unique identities around the clock such as 9 Morning News, 9 Lunch News, Kui Kamong Bai Som Mong, Rang Plob Kom, 9 Evening News, Kub Kao 9, Saturday–Sunday Duo News, flesh news at early hours, Fang Hu Wai Hu, and Inside Thailand Exclusive, and so on.

The proportion of edutainment programs accounted for 38.63%. Most of them were some Chinese series as well as other legend series such as Krabi Rai Tiam Tan (Part 1 and 2), Wei Xiaobao, Ong Ying Kummator (Part 1 – 3), Sai Ew (Part 2), Mang Korn Yok (Part 1 – 2), and The Chronicles of Finding Qin, etc.

The general knowledge and edutainment programs accounted for 19.47%. The religious and cultural programs have been constantly presented, e.g. Sak Sith Kong Krapan, Muslim World, Saeng Dhamma, You Yen Pen Sook, Rak Kaew, Religious Heirs, Islam Life, Our Home, and Culture Builds Nation, etc. For the edutainment programs, many interesting documentaries around the world have been presented, e.g., The Wonderful Animals, Aerial China, and Grand Space Thailand, etc.

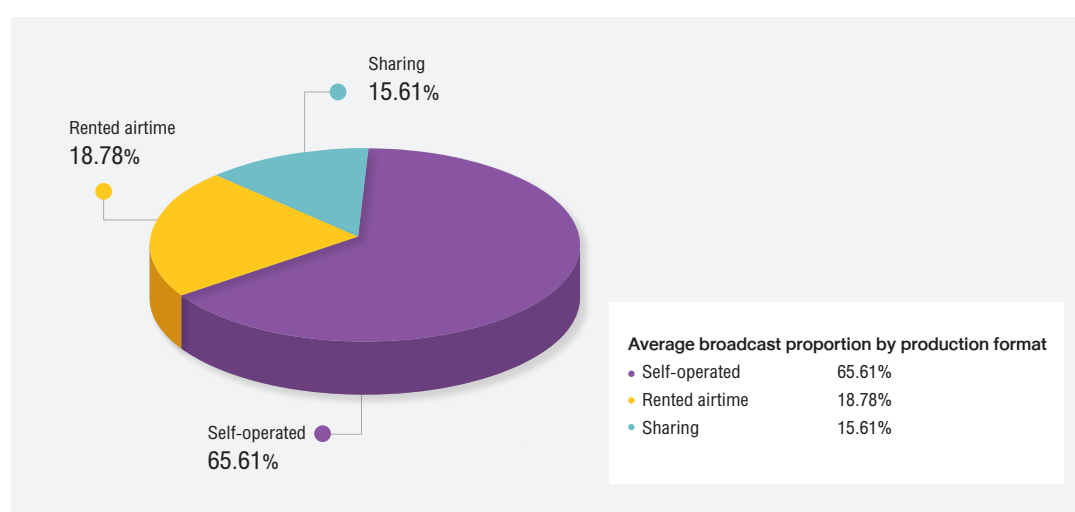
The proportion of sports programs increased from 2.04% to 4.29% as MCOT Plc. allocated airtime for live broadcasting of several sports events such as The 19th Asian Games, The 32nd SEA Games, AFF MITSUBISHI ELECTRIC CUP, NSDF Futsal Championship 2023, AFC Beach Soccer Asian Cup 2023, World Combat Game 2023, The 25th Asian Athletics Championships 2023, WMC Kita Muaythai Championship 2022, 9 Muay Thai, etc., which were greatly admired by audiences.

Broadcast proportion classified by program category category



In 2023, the programs operated by MCOT Plc. itself were similar to those in the year 2022 from 65.54% to 65.61% while the proportion of rented airtime programs increased from 18.31% to 18.78%, and the sharing programs decreased from 16.15% to 15.61%.

Average broadcast proportion by production format



Procurement of products or services of the television business

All television programs broadcast in 2023 may be divided by production platform into 3 following categories:

1. Television Station 9 MCOT HD, Channel 30

1.1 Program operated and procured by the Company

- News program, e.g., 9 Morning News, Natee Long Thun, 9 Lunch News, Kui Kamong Bai Sam Mong program, Rang Plob Kum, Kui Tam Kao, 9 Kub Kao, Saturday and Sunday Duo News, Fang Hu Wai Hu, etc. The entertainment programs included NineEntertain, NineEntertain Night Life, Tok Mon Bun Theung.

- Variety programs aim that the audiences obtain both entertainment and information from some contents, viewpoints, and knowledge inserted in the programs, e.g., Bai Nee Mee Kum Torb, Saksith Kong Kra Pan, etc.

- Programs under broadcast copyrights of MCOT Plc., e.g., Doraemon cartoon, The Wonderful Animals documentary, Sai Ew series, Mang Korn Yok, Wei Xiaobao, etc.

1.2 Programs co-produced with alliances in the form of time sharing

Programs	Producers
1. Inside Thailand Exclusive	Up Link Co., Ltd.
2. Sap Today	Dream Team Network Co., Ltd.
3. Khon Kon Khon	TV Burapa Co., Ltd.
4. Jor Jai	JSL Global Media Co., Ltd.
5. Perspective	JSL Global Media Co., Ltd.
6. Channel 9 Cartoon	Elf Co., Ltd. / Dream Express (DEX) Co., Ltd.
7. Kong Sod Pachara Mu	Lineage S Co., Ltd.
8. 360 Degree NEW SHOW	360 Degree Entertainment Co., Ltd.
9. Rak Kaew Satsana Tayart	Wat Phra Ram 9 Kanchanaphisek

1.3 Programs produced by persons or companies who rent the airtime

Programs	Producers
1. Money Daily	Media Associated Co., Ltd.
2. Pol Pak Nak Prung	HWM Co., Ltd.
3. SOME ONE Nueng Nai Lai	Inspire Media Co., Ltd.
4. Culture Builds a Nation	WATTHANATHAMSANGCHAT Co., Ltd.
5. Thailand Today	Citizen Media Co., Ltd.
6. The High Profile, Success Background	Mink Production Co., Ltd.
7. SPORTS NIGHT	Big Team Co., Ltd.
8. Tid Buan Chuan Kui	AGRO AD LIMITED PARTNERSHIP
9. 100 Witee 1000 Wattanadham	Fafuen Film Co., Ltd.
10. Or.Sor.Tor. ON TV	P2 Design and Print Co., Ltd.

1.4 Program produced by other outsource producers: Saksith Kong Kra Pan program

1.5 Program jointly operated with alliances: 9 Muay Thai Vithee Thai.

Awards that the Television Agency has received from many institutions in 2023 (9 MCOT HD)

- Ganesha Award “Achievement Awards”, No. 10 from The Announcement of Ganesha Award Project in collaboration with Dara Inside TV Magazine.
 - Best Edutainment of the Year Award, NineEntertain Program
- Honorary Award from ASIA TOP AWARDS 2023 held by Business Development and Human Resource Club in collaboration with United Nations Peace Keepers Federal Council (UNPKFC) and World Trader Association (WTA).
 - Best Content Entertainment Award, NineEntertain Program
- Nataraja Awards, No. 14 for Year 2022 from Radio-Television Broadcasting Professional Federation – 2 awards including:
 - Best Talk Show from Perspective program produced by JSL Global Media Co., Ltd. and Black Dot Co., Ltd.
 - Best MC Award to Khun Suwikrom Amaranon from Perspective program



Business of The Thai News Agency

The Thai News Agency produces news and news programs to be broadcast via MCOT media as follows:

1.1 News reporting programs broadcast on 9 MCOT HD, Channel 30 on Monday – Friday for 8 programs a day, on Saturday for 4 programs, and on Sunday for 3 programs as well as 4 general knowledge programs on Tuesday – Friday.

1.2 News and general information broadcast via digital platforms, e.g. Website, Facebook, YouTube, Twitter, Tiktok, Instagram, Threads, Line.

1.3 News and news programs broadcast via radio network of MCOT Plc. whereas 100.5 MHz radio station was the host. The key programs were the breaking news, Krob Kruang Ruang Kao, Gao Tan Kao, etc.

Competition of The Thai News Agency

Today, the competition of news business by many television channels is intense to catch rating and income. Although this competition needs a huge amount of cost for the production staff, techniques, and reporters, but the cost of news content is lower than those in other types, e.g. entertainment or knowledge. However, the direction of news production and news programs of The Thai News Agency, from past to present, continues adhering to accuracy and creditability, which can be the fact verification and public reference source.

Marketing Strategy of Thai News Agency

The Thai News Agency adheres to the business operation which can generate the highest income, but bear the lowest production cost. The Thai News Agency formulates the marketing strategy of producing news and news programs to serve demands of target groups, and to satisfy its customers in various forms. From the standpoint in producing news and news programs mentioned above and earning income through the television station and digital platforms at present, the Thai News Agency plans to generate more income through digital platforms, especially Tie-in in different types, and other income generating such as

arrangement of activities to generate income for the organization under the brand of “The Thai News Agency” and programs or well-known news reporters who have many followers, e.g. seminar sessions for big issues as supported by government and private agencies, education trips along with the program production with followers.

Procurement of Products or Services by The Thai News Agency

Apart from the production of news and news programs for MCOT Plc., The Thai News Agency has been engaged by many agencies to produce contents and information, to broadcast live the monthly announcement of saving bond prizes by the Government Housing Bank via online, and to sell news photos and contents to other television stations that are the customers of MCOT Plc., e.g. T-sport.

Cooperation between Thai News Agency and Foreign Media

At present, The Thai News Agency has cooperation with several foreign media organizations for information sharing; namely, VOA of the United States, NHK of Japan, CMG of China, and Iran News Agency of Iran, etc. Most recently, The Thai News Agency signed the Memorandum of Cooperation with Yunnan Daily Group of Yunnan Province, China. It has also negotiated about cooperation with other Asian countries such as Lao, Cambodia, etc., and about the membership of Asia Vision.

Awards received by The Thai News Agency in 2023 (January – December)

1.4 Honorable Mention, “Isara Amantakul Award” in the category of the Best News Photo for online media, given by Isara Amantakul Foundation.

1.5 Honorable Mention for Human Right in the subject of “Protect the Protest”, given by Amnesty International Thailand.

1.6 Honorable Mention on the occasion of the World Press Freedom Day, given by Thai Journalist Association.

Radio Station Business

MCOT Plc. provides the broadcasting service in the FM system covering Bangkok and provincial areas. On February 21, 2022, MCOT Plc. tendered a bid for FM frequencies for sound broadcasting service in the category of the commercial service in accordance with the Act on Organization for Allocation of Frequencies and Supervision of Broadcasting and Telecommunications Business B.E. 2553, and notifications of the National Broadcasting and Communications Commission (NBTC). MCOT Plc. was awarded for the sound broadcasting service license, and the license to use frequency for sound broadcasting service in the category of the commercial service, comprising 47 FM frequencies nationwide, divided into 6 frequencies in Bangkok and vicinity (FM 95.0 MHz, FM 96.5 MHz, FM 99.0, FM 100.5 MHz, FM 105.5 MHz, and FM 107.0 MHz) and another 41 frequencies in provincial areas (6 stations in the central region and eastern region, 11 stations in the northern region, 10 stations in the northeastern region, and 14 stations in the southern region) with the service capacity covering 33.3% of the total households around the country.

MCOT Plc. has operated the radio business, which includes the production, marketing, and management of broadcasting various programs containing various formats of information and entertainment under the name of “MCOT Radio Network: Modern Network, New Pace of Wisdom-based Creative Society”. The Company’s radio network aims to improve the knowledge and quality of life of general people, and for public interest and local people. The radio network covers and accesses to listeners at all ages and genders in every target group. Based on the image of modernized radio stations, every program of MCOT radio stations can be listened via radio and other channels for listeners in the country and on abroad. Either live programs or recorded programs of each station can be selected via internet at www.mcot.net, and via the application installed on the smart mobile phone. These radio programs are also integrated with the social network communication channels, e.g., YouTube, Facebook, Line, Instagram, TikTok, and Application, etc.



Nature of Products or Services of Radio Network Stations

The Company possesses 47 FM radio stations in total, comprising 6 central radio stations (FM), and another 41 FM radio stations in several provinces as listed below.

Central	Service Zone	System/Frequency
Bangkok: 6 stations	Bangkok and neighboring stations (Samut Prakarn, Nonthaburi, Pathum Thani, Samut Sakhon, and Nakhon Pathom)	FM 95.0 MHz FM 96.5 MHz FM 99 MHz FM 100.5 MHz FM 105.5 MHz (Joint Program Production Agreement) FM 107 MHz
Provincial	Service Zone	System/Frequency
Central region and eastern region: 6 stations 1 center Central and Eastern Radio Administration Center	Kanchanaburi Province Sing Buri Province Chanthaburi Province Chon Buri Province (Pattaya) Trat Province Rayong Province	FM 107.25 MHz FM 91.25 MHz FM 95.25 MHz FM 107.75 MHz FM 107.25 MHz FM 96.75 MHz
Northeast region: 11 stations 1 center Northern Radio Administration Center	Chiang Mai Province Chiang Rai Province Mae Hong Son Province Lampang Province Phrae Province Nan Province Tak Province Phitchit Province Phitsanulok Province Sukhothai Province Uttaradit Province	FM 100.75 MHz FM 101.25 MHz FM 99.5 MHz FM 99.0 MHz FM 93.0 MHz FM 92.0 MHz FM 97.25 MHz FM 107.75 MHz FM 106.25 MHz FM 99.25 MHz FM 98.5 MHz
Northeastern region: 10 stations, 1 center Northeastern Radio Administration Center	Udonthani Province Loei Province Nong Khai Province Kalasin Province Sakon Nakhon Province Nakhon Phanom Province Nakhon Ratchasima Province Ubon Ratchathani Province Buri Ram Province Si Sa Ket Province	FM 91.5 MHz FM 100.0 MHz FM 102.5 MHz FM 92.0 MHz FM 107.0 MHz FM 93.5 MHz FM 95.75 MHz FM 107.0 MHz FM 92.0 MHz FM 95.0 MHz

Central	Service Zone	System/Frequency
Southern region: 14 stations, 1 center Southern Radio Administration Center	Surat Thani Province	FM 102.0 MHz
	Chumphon Province	FM 90.75 MHz
	Amphoe Lang Suan, Chumphon Province	FM 104.75 MHz
	Ranong Province	FM 100.5 MHz
	Krabi Province	FM 105.0 MHz
	Phuket Province	FM 101.5 MHz
	Prachuap Khiri Khan Province	FM 106.75 MHz
	Phatthalung Province	FM 95.75 MHz
	Nakhon Si Thammarat Province	FM 104.5 MHz
	Trang Province	FM 106.25 MHz
	Songkhla Province	FM 96.5 MHz
	Satun Province	FM 93.25 MHz
	Pattani Province	FM 91.0 MHz
	Yala Province	FM 102.5 MHz

Program Structure of Radio Business

Central Radio Stations

MCOT Plc. produces and presents its FM radio programs in 6 central stations by delivering various informative and updated contents as well as all styles of popular songs by program hosts who are experts in every field, and well-known new-gen program hosts. These stations focus on audiences in all target groups at all ages and gender. The service areas cover Bangkok and vicinity. Each MCOT radio station formulates its positioning and specific target audiences explicitly as follows:

- **FM 95 MHz–“LTM FM 95 MHz Look Thung Maha Nakhon”:** The station presents Thai country music in a new light, feeding a variety of knowledge and contents. The station was ranked No. 1 most popular radio station across the whole range of target groups for all ages and genders. The programs are presented by new-gen program hosts, well-recognized program hosts, national artists, senior music master, singers, and general people, who are modern, informative, warm, and close to listeners. The service areas extend from Bangkok and suburban areas to other provinces around the country via satellite broadcast to MCOT Plc. provincial radio networks nationwide. From constant operational improvements in terms of program and presentation formats and marketing activity designs to raise the station’s popularity and maintain target audience base, this station has been ranked No. 1 of top 40 popular radio stations in Bangkok.

- **FM 96.5 MHz–“Thinking Radio 96.5”** In-Depth Contents, Profound Thought, Direction to Success: The leading thinking media station that has been acceptable and reliable among leaders in every field on every platform. The station is a center gathering over 100 leading thinkers with different expertise to analyze all important circumstances in politics, economy, society, investment, technology, innovation, and even life balance under the concept of “Thinking College”, broadcast around the clock.

- **FM 99.0 MHz–“Active Radio” Thailand Strong Station:** Under a concept of promoting physical and mental well-being and supporting the power of wisdom and harmony, this station delivers contents about sports, tourism, health, and recreation activities so that Thai people would have both physical and mental health and also feel happy with many recreative activities. The presentation of this station is unique, and

gathers over 100 sports gurus of Thailand. This station gets along with audiences at all ages and genders who can enjoy sports and health stories, and obtain both content and entertainment. This station has been highly favored by people who appreciate sports, and care for health. In addition, on 20.00 – 22.00 hrs., Monday – Sunday, the programs of this station are broadcast via satellite network to MCOT provincial radio stations across the country to enable Thai listeners of MCOT radio stations to listen to and monitor local and foreign sports movements, and to obtain some information about health and recreation activities simultaneously with other listeners in Bangkok and vicinity.

– **FM 100.5 MHz – “MCOT News FM 100.5”:** It is the news & talk radio station, first operated on February 1, 1993 up to now under mass media mission of realizing the social responsibility. Thus, this station always presents factual, accurate, rapid, constructive, timely, and reliable news, which arouses the awareness of social responsibility, and shifts the quality of life of people. This station is a leading radio station of the country, which produces the quality news programs broadcast all day, and monitors and investigates all news. It intends to be a national mass media network, and a mediate to give any warning and social support in collaboration with The Thai News Agency that is the news producer of the station, news reporters, volunteer news reporters, local and foreign media alliance network, program hosts, academics, and leading news experts of the country.

– **FM 107 MHz–“MET 107”:** An international music station broadcasting newly released and hot hit music in conjunction with hip and trendy lifestyles under the slogan, “For Life and Music”. The contents are presented in both Thai and English languages. It also broadcasts news contents from several global news agencies like BBC.

The broadcasting of MCOT radio stations covers areas nationwide, comprising 4 FM radio stations in Bangkok where are the station base of broadcasting to the other 41 provincial radio stations in different periods as specified below.

- | | |
|---|--|
| – FM 95 MHz “LTM FM 95 MHz Look Thung Maha Nakorn” | |
| Monday – Sunday | on 00.00 – 07.00 hrs. (Look Thung Maha Nakorn Super Station) |
| Saturday – Sunday | on 00.00 – 07.00 hrs. (Weekend Special Hits) |
| Monday – Friday | on 19.30 – 20.00 hrs. (Maha Nakorn News Maha Nakorn All Around) |
| Saturday – Sunday | on 19.30 – 20.00 hrs. (Tonight Thailand) |
| Monday – Friday | on 22.00 – 00.00 hrs. (Look Thung Maha Nakorn Super Station) |
| Saturday – Sunday | on 22.00 – 00.00 hrs. (Weekend Special Hits) |
| – FM 96.5 MHz (Kluen Kam Kid) | |
| Monday – Friday | on 12.30 – 13.00 hrs. (Thinking Network in Think & Talk session) |
| – FM 99 MHz “Active Radio Strong Thailand” | |
| Monday – Friday | on 20.00 – 21.30 hrs. (Jor Sanam Ball Thai) |
| Monday – Friday | on 21.30 – 22.00 hrs. (Sport Relax) |
| Saturday – Sunday | on 20.00 – 22.00 hrs. (Soccer Live Report) |

– **FM 100.5 MHz “MCOT News FM 100.5”**

Monday – Sunday	on 07.00 – 07.30 hrs. (Good Morning ASEAN)
Monday – Sunday	on 07.30 – 08.00 hrs. (Kao Tan Kao)
Monday – Sunday	on 12.00 – 12.30 hrs. (Thieng Wan Tan Kao)
Sunday	on 13.00 – 14.00 hrs. (Kaset Tua Thai)
Monday – Sunday	on 18.01 – 19.00 hrs. (Krob Kruang Ruang Kao)
Monday – Friday	on 19.00 – 19.30 hrs. (2 Moom Kao)
Saturday	on 19.00 – 19.30 hrs. (Around Thai-ASEAN)
Sunday	on 19.00 – 19.30 hrs. (News Direction)
Monday – Sunday	on 20.00 – 20.03 hrs. (Royal News)

Early-hour news are broadcast every day for 11 breaks a day, 8 minutes per each, and Koh Tid Kao at the mid of each hour on Monday – Saturday for 8 breaks, and on Sunday for 7 breaks in 5 minutes per each break.

There was also **Mellow Pop**, No. 1 “Music Community Platform” Fandom Community for teenagers at all genders. It’s a center for people admiring pop songs, either Thai, Korean, Japanese, or Chinese. It’s the top of mind of organizers who want to publicize their concerts and activities to the targeted groups. Except standing as a radio station on online platform, Mellow POP has also organized many concerts and activities continuously so that Mellow POP would be the space for Fandom to be close to their idols. Up to now, the number of followers has been gradually increasing.

MCOT Plc. Provincial Radio Stations

MCOT Plc. defines that the provincial radio stations will be local radio stations of each province where the program production and presentation format are based on public and local interest. Each program must contain both knowledge and entertainment (edutainment), and allows public participation. The programs may be categorized into 3 as follows:

1. Local programs designed with local interest, such as “MCOT for Communities”, which allow listeners to raise opinions and complaints.

2. National Network Programs:

07.00 – 07.30 hrs. – Good Morning ASEAN program,	receiving the network signal from FM 100.5
07.30 – 08.00 hrs. – Kao Tan Kao program,	receiving the network signal from FM 100.5
12.00 – 12.30 hrs. – Thieng Wan Tan Kao program,	receiving the network signal from FM 100.5
18.01 – 19.00 hrs. – Krob Kruang Ruang Kao program,	receiving the network signal from FM 100.5
19.00 – 19.30 hrs – Song Moom Kao program,	receiving the network signal from FM 100.5
20.00 – 20.03 hrs. – royal news,	receiving the network signal from FM 100.5

The news program of the Thai News Agency was also broadcast from the host station FM 100.5 MHz to every MCOT Plc. provincial station across the country at the top of each hour.

3. Nationwide programs: A radio production project for simultaneous broadcasting nationwide to connect listeners around the country with various sources of news and information promptly and seamlessly. Four central host stations, which included FM 95 MHz “Look Thung Maha Nakorn”, FM 96.5 MHz “Kluen Kwam Kid”, FM 99 MHz “Active Radio”, and FM 100.5 MHz “MCOT News Network”, to deliver the programs, news, contents, and entertainment issues through the satellite to all 41 radio stations of MCOT Plc.

4. The Company has also developed the program production of the provincial radio stations in the cluster form. To boost outstanding characteristics and popularity of programs, the radio stations in such administration center will produce the programs by rotation for broadcasting on those radio stations, including:

- | | |
|--|--|
| 1. Northern Radio Administration Center | “Ton Kla Kwam Kid” program
“MCOT RADIO SHOW Muang Nuea” program |
| 2. Northeastern Radio Administration Center | “Tuk Ruang Muang Isan” program |
| 3. Southern Radio Administration Center | “Bok Kao Yaowaroon” program
“Dan Din Thin Tai” program |
| 4. Central and Eastern Administration Center | “MCOT GO GREEN” program |

Competition of Radio Station Business

Overview of Radio Station Business

On February 21, 2022, the Office of the National Broadcasting and Telecommunications Commission (NBTC) arranged an auction of 71 FM frequencies. In this event, MCOT Plc. was awarded for 47 national frequencies, covering service areas in the central region (Bangkok and vicinity) by 6 frequencies, and in provincial areas (provinces) by 41 frequencies. Some private companies were also awarded for 13 national frequencies, covering service areas in the central region (Bangkok and vicinity) by 1 frequency, and in provincial areas (provinces) by 12 frequencies, and at the regional level by 11 frequencies, covering the service areas in regions (provinces) by 11 frequencies.

With respect to the advertising value of the radio media, it has gradually declined due to the digital disruption and online market sharing. The consumers could consume any trendy media. However, some old-age listeners still prefer listening the radio via transistor while Gen-Y group listen to the radio in cars and via mobile phone. Some major customers of MCOT Plc. have still trusted in its presentation of quality programs, which reach the targeted groups in each frequency, and they have always given the good support.

Competition

– Central MCOT Radio Stations

Most central radio stations are located in Bangkok where several radio business operators are in the private sector such as

- MCOT Plc., administrating	5 radio frequencies in Bangkok
- ATime Media Plc., administrating	2 radio frequencies in Bangkok
- Looktung Network Co., Ltd., administrating	2 radio frequencies in Bangkok
- Tero Radio Co., Ltd., administrating	1 radio frequency in Bangkok
(under the Joint Operating Agreement with MCOT Plc.)	

The competition of radio industry in Bangkok has been quite severe due to the great number of radio stations that used various marketing strategies to grab the limited advertising budget. In addition, the present technological changes entail many new media together with the emerging of digital television. These are new alternatives allowing the consumers to select the in-trend media. As a result, the media purchasers have more choices to spend their advertising budget to attract the target groups. This makes the competition of radio industry in Bangkok more tense. Some radio stations must revise their marketing strategies to boost their business competitiveness, and to build and retain the listeners in each station; for example, developing and changing the program production and presentation to be most relevant to the target groups and agencies, arrangement of special activities, program presentation in the interactive form, marketing promotion activities to build and retain the listeners of each station, and so on.

MCOT Plc. has consistently improved efficiency of radio program production and marketing to ensure that the program production will be more relevant to the target groups' demands, and those programs will be remarkable and different from other competitors under the unique positioning and character of each radio station. The management efficiency is also shifted by revising the marketing strategy to be more flexible, and to respond to customers' demand more.

– MCOT Provincial Radio Stations

Many changes and development of communication technology during the past 5 - 10 years lead to huge flow of communication technologies, and emergence of cutting-edge communication tools and technologies, especially social media which has influenced the receipt of information by the general people who are more likely to listen to and receive the information on online media. In the past, the competitors of MCOT radio stations were the radio stations, but, right now, except those radio stations, online media makes the market share of radio stations decline.

Therefore, at present, in managing provincial radio stations of MCOT Plc., apart from improving the program production to better meet demands of listeners and media purchasers, MCOT Plc. must apply many strategies to approach those listeners through different platforms, e.g., listening on MCOT APP, and on the website: MCOT.NET, and on Facebook Live of each radio station, and on YouTube of radio stations. Another key strategy is to encourage the listeners to participate in various activities held by those radio stations, which help form the community, and generate some revenue for radio stations. However, MCOT Plc. has determination, and accelerates the development of its radio operation for survival among any changes to be occurred in the future.

Marketing Strategy of Radio Business

- To improve program contents, formats, and positioning of radio stations, either central or provincial radio stations. These programs are presented outstandingly and differently in each airtime period.
- To emphasize the MCOT Radio Network (MRN) brand by adding service channels to cover all platforms on air (radio, satellite), online (Internet, mobile phone), and communications via social network, website, and SMS, as well as other online communities, e.g., Facebook, Twitter, Line, Instagram, Podcast, YouTube, and TikTok etc. for any distinguished programs of each station.
- To arouse the station popularity through the regular arrangement of special marketing promotion activities; and to add channels of publicizing the programs and activities of each station through MCOT Plc.'s media.
- To carry out the proactive marketing activities: Three On: On Air, Online, On Ground to generate more revenues. This is to respond to customers' particular demand (tailor-made concept), and to arrange other special activities apart from normal marketing promotion ones.
- To host programs, and offer the special sales package during festivals and important days.
- To add the cross-selling marketing when selling the advertising time of MCOT Plc.'s central radio stations.
- To synergize more marketing power of central and provincial radio stations and other media of MCOT Plc.
- To add the presentation channel in the form of Facebook Live.

Procurement of Products or Services of Radio Business

- Procurement of Programs by MCOT Plc.'s Central Radio Stations

The central radio stations of MCOT Plc. have produced and presented the radio programs by themselves. They are presented by program hosts with long experience and skills in program hosting. These hosts may be the Company's employees or other external programs who are the well-known, popular, and widely favored experts. These program hosts will rotate to produce and present various program formats based on the target listeners' demand and favor in each station. The production has been regularly improved to fulfill and respond to the target listeners. Besides, the Company joins hands with the alliances to deliver the information to listeners in forms of program production or online special interview in every platform.

- Procurement of Programs by MCOT Plc.'s Provincial Radio Stations

MCOT Plc. proceeds the policy of administrating all of 41 provincial radio stations by itself by adapting the administration model to be coherent with competition circumstances. The programs should present local, but modernized characteristics. These radio stations present both content and entertainment, and other programs receiving the network signal from central radio stations in order to deliver a variety of information to the listeners. There are also some programs of the stations that allow the airtime rental to minor organizers to retain the business alliances whereas the production control and program presentation would be up to the main program scheduling of those provincial radio stations. In addition, MCOT Plc. encourages the radio stations to arrange sales promotion activities in order to generate some revenue, and to build the local community such as MCOT RUN activity, or CSR activity jointly held with many government agencies to have more alliances, and to make a good image to those provincial radio stations.

Joint Operating Radio Stations

FM 105.5 MHz “Easy FM” – MCOT Plc. and Tero Radio Co., Ltd. made the Joint Operating Agreement for the production of radio programs at FM 105.50 MHz.

Awards to radio stations in 2023

MCOT Plc.’s central radio stations, e.g. FM 96.5 MHz “Kluen Kwam Kid”

- Prachabodi Award in the category of Creative Media and Radio Broadcasting, Year 2022 to “Hong Rub Khaek” program.

MCOT Plc.’s provincial radio stations, e.g. FM 95.75 MHz, Patthalung province

- Nataraja Awards, No. 14 for Year 2022, in the category of Best Local News and Contents Station in “Dan Din Tin Tai” program in Pon Muang Lung session, hosted by Mrs. Kachanipa Ninkhet.

Network Business

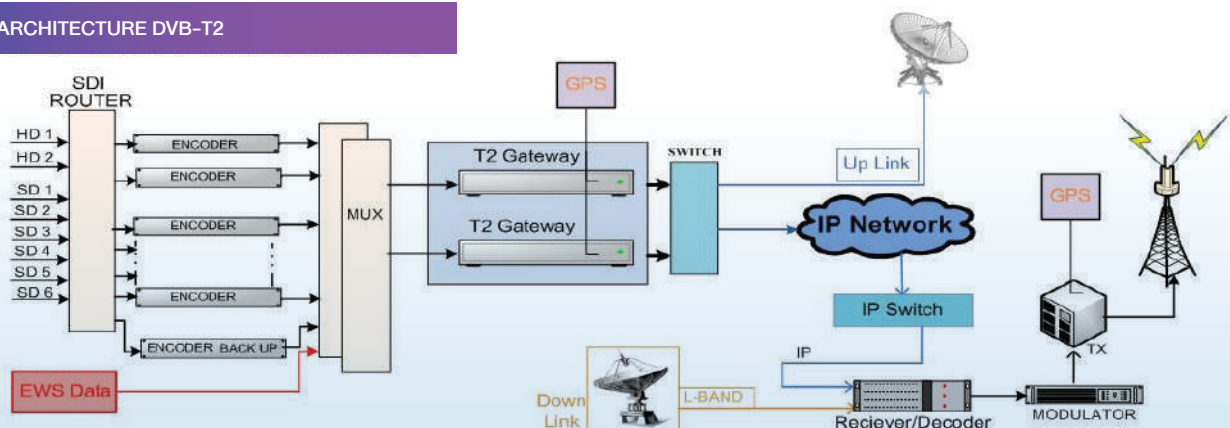
MCOT Plc. is one of four operators who have been awarded for the television broadcasting facility services license, and terrestrial television broadcasting network and facility services license under DVB-T2 standards (Second Generation Digital Terrestrial Television Broadcasting System) for 1 MUX. These enable MCOT Plc. to provide 8 national television channels as follows:

- 6 Standard Definition (SD) digital terrestrial television channels
- 2 High Definition (HD) digital terrestrial television channels

MCOT Plc. has installed the digital terrestrial television network and facilities (MUX) in 39 main stations and 129 additional stations to cover over 95.1 percent of households nationwide since June 15, 2017 in accordance with the requirement of the NBTC as listed below:

Details about network architecture and techniques

ARCHITECTURE DVB-T2



Broadcast network business of MCOT Plc. comprises the following services :

1. Digital terrestrial television network

Provided to digital terrestrial television operators using MCOT Plc.'s digital frequencies at the national level. Currently, this service is serving 4 TV channels as follows:

- 1) Two high-definition digital television stations
 - 9 MCOT HD, Channel 30 operated by MCOT Plc.
 - Thairath TV, Channel 32 operated by Triple V Broadcast Company Limited
- 2) Standard-definition digital television stations
 - Senate Channel, Channel 10 operated by The Secretariat of the House of Representatives
 - Sports and Tourism Channel, T Sport 7 operated by the Sports Authority of Thailand.

2. Sound and Television Broadcasting Facility Services

To provide the sound and television broadcasting facility services, which must involve the building, electric system, air-conditioning system, and transmission and antenna system, to be provided to the licensee for the operation of the broadcasting network service or the digital terrestrial television service. MCOT Plc. is the provider of such facilities in 4 main stations and another 40 supporting stations. The customers of these services included the Royal Thai Army, Thai Public Broadcasting Service Organization (Thai PBS), and the Government Public Relations Department.

3. Satellite Television in C-Band and KU-Band Services

The satellite television in C-Band and KU-Band services are to deliver the satellite television signal to any terrestrial television channels that must comply with the Must Carry Rule requiring every TV service provider licensed by the NBTC to air the free TV programs in the terrestrial television system in the category of the use of the national digital terrestrial television signal on all platforms without conditions. At present, the clients of MCOT Plc. include:

1. 9 MCOT HD
2. Thairath TV, Channel 32
3. Thai Parliament Television, Channel 10
4. Television Channel for Tourism



Marketing Strategy of Network Business

MCOT Plc. realizes and focuses on providing the quality service constantly for good response to its business operation, and to the operation of the terrestrial television channel in the category of the use of the digital terrestrial frequency that uses the network service of MCOT Plc. To ensure that the network service comply with the requirements prescribed by the NBTC, MCOT Plc. took the main actions as follows:

1) Setting the monitoring system, and assigning the officers to check the signal throughout the network at all time to make the television channels using the network service feel confident, and to remedy promptly upon any interference.

2) Having the precautions, preventive and maintenance action plan by carrying out the inspection and maintenance of the network system on the monthly basis for service efficiency and confidence.

3) Measuring the quality of television signal across the country for further improvement of the network service quality.

4) Establishing the Disaster Recovery Site (DR Site) at the Nonthaburi Satellite Station of National Telecom Public Company Limited in case that the main signal delivery center at MCOT Plc. cannot function so that the network service can be run continuously.

5) Managing the signal distribution to cover all service areas, and to be able to use the network and facilities to ensure that MCOT Plc. is the leader in this service.

Digital Business and New Businesses

Nature of Products or Services

Digital Media Business

The digital media of MCOT Plc. is an alternative channel to watch various programs, either live or recorded broadcasting to be watched on demand via 9 MCOT HD, Channel 30 under the digital media archives and MCOT Radio Network of

MCOT Plc. through the internet and other platforms. This is also the channel of publicizing the business of the Company and joint business organizations. The marketing promotion activities are also done on the online media by expanding the number of audiences from the conventional media to the digital media. The social media is a channel used for public relation activities.

Consumer behavior in using the digital media for their entertainment and information causes the high and unstopped business competition to capture attention from audiences/viewers through many new platforms emerging every day. These circumstances take effect to the economic and social situations such as political and administrative issues, international conflicts, accumulated inflation, digital information overload, and crime on the online world, fake news, fraud news, import of unauthorized information, and infringement of private information, which have been sharply higher.

Media business of MCOT Plc. under its mission in communicating for social benefits, therefore, must set up the plan to respond to the present situation. The marketing strategy of the digital media business is not only the communication to connect customers to main goods and services of each organization, but also places emphasis on accuracy, neutrality, reliance and creditability for the society. For the digital media of MCOT Plc., the business strategy has been developed by using some analysis tools through data driven. Innovation is also used to define the communication strategy. For the innovative content production, the content is still presented on the main website at URL: www.mcot.net, which is a channel of watching various programs, either live or broadcast or video on demand, from 9 MCOT HD, Channel 30, The Thai News Agency, and MCOT Radio Network of MCOT Plc. via internet.

The Company's improvement and development on new platforms aim to expand the number of audiences from the traditional media to the digital

media in the type of micro content/short VDO, and to disseminate the content to every medium on social media. MCOT Plc. has also sought for some content alliances, either local or international, who hold the authorized content copyright. Then, such authorized content would be disseminated on the digital media of MCOT Plc., e.g., Chinese drama series and other programs, documentaries, series for specific groups, etc. MCOT Plc. is the medium of distributing the content, news-entertainment via internet in the multi-platform.

Further, in 2023, MCOT Plc. set up a plan that its digital media business would develop both content and platform which give precedence to the ESG (Environmental, Social, and Corporate Governance). To elaborate, the green content would be more produced as they were needed for customers for their public relations and CSR. Meanwhile, the production of other contents remained unchanged to make balance in the society, that is, soft news was delivered through Platform Backbone; self-enhancement was delivered through trusted content; and fact checker is delivered through Sure & Share. MCOT Plc. also used the production and shooting technologies by drone and underwater photo recording to give new viewpoints for news content up to the conservative tourism. The photos have been collected in the photo archives, The Shot, to generate the revenue further. Website Shopping Platform ShopMania has been also developed as a channel extended from TV shopping business to increase some revenue from the digital business.

Physical Business

The digital assets have been transformed from the status of physical assets like broadcasting devices, phonograph disk, or recording tape that were partially developed to be non-performing assets, be kept and exhibited in the organization museum, and works recorded as the digital assets such as photo archive, video archive, sound file

archive, and the history of these works that are the valued assets are now used as inspiration through the innovative thinking process to become the NFT Arts. NFT Arts was launched to the market through the Blockchain technology under the name of MCOT Digital Assets project. The first piece of work in 2023 is the NFT Arts inspired by voice of the voice actors in cartoon programs broadcast via 9 MCOT HD, Channel 30. The voice actors are the master-class personnel in the voice-dubbing for cartoon. This NFT Arts would be developed from the physical business to be the ART TOY and other merchandized products to gain more revenues.

Online Photos and VDO Distribution (The Shot)

Valuable news photos and footages that are the assets of MCOT Plc. are distributed online on <https://theshot.mcot.net>. They are rare and taken at significant events. This business is developed to be a new source of revenue for MCOT Plc.

MCOT ACADEMY and Artist Administration Business

MCOT Plc. institutes MCOT ACADEMY as a business unit in form of an academic and training institute to provide the training service. The main mission is to arrange the professional training programs relating to mass media to prepare and develop knowledge and professional skills for university students, mass media operators, and general people to ensure that they have appropriate quality and standards to work in the mass media field or other related fields. MCOT ACADEMY also joins hands with many educational institutes to develop the mass media academic knowledge and profession together. This business unit is also an important mechanism to develop the identities and expertise of MCOT Plc. as a media agency with long experience and expertise widely accepted in the society, and to deliver knowledge value, especially communication knowledge, to the society while the entire business competitiveness of MCOT Plc. could be lifted.

Apart from driving the training business to deliver knowledge value to the society, MCOT Academy has another mission of artist management. The Artist Management Division has duties of taking care of, administrating, and developing all artists under supervision of MCOT Plc., promoting the performance of work as MC, program host, and news reporter. These missions are in the creativity process and delivery of MCOT Plc. value along with an acquisition of chance to generate some revenue from services provided to suppliers and service users while this Unit performs duties under roles and mission of MCOT Plc. by means of compensation, and creation of value and social responsibility.

The business operation context and present social and corporate movement continuously fluctuating, especially information technology, data, and communications, make the general public realize and value “**communication**” as an important factor apart from media, information, and digital literacy that can drive an organization to meet achievements, efficacy, and corporate image, and to respond to the wind of changes. The importance of MCOT Plc. is not only the role of mass media, but its actions to drive and lift the communication potential in all regimes. This implies an opportunity in driving the training business to play both business role and state enterprise role that must serve the society and national development in accordance with the national policy and strategy. Mass media is also an important milestone for the development and promotion of high competent people in accordance with the National Economic and Social Development Plan.

In 2021, the general public has confronted the COVID-19 pandemic, which resulted to the economic recession in general, and affect the investment budget in human resources for many organizations. However, when some public health measures have been relieved, all agencies in every sector turned to realize and concern about communications by spending high budget

to train and develop their human resources as an essential resource for survival and transition of every sector. As MCOT Plc. is a mass media agency with expertise and experience accepted by the public; this implies its capability under competition in the training business that can drive the training business efficiently, create and deliver the valuable service to stakeholders, especially customers, service users, communities, and society.

MCOT Academy **defines the policy, work plan, and strategy in driving the training business** by taking account of the policy and strategy MCOT Plc. to ensure that they are consistent with the value chain of MCOT Plc., which focuses on the sustainable growth policy, and the role in supporting and promoting high-competence manpower and society by lifting the business collaboration in delivering the value, and by developing competency of the working unit under the following strategies:

1) Promoting identities of MCOT Academy is the precise focus point to deliver the efficient communication potential to customers and service users.

2) Lifting business alliances, either internal or external, to enhance competitiveness by creating co-value in forms of joint venture, invention and development of innovations, and delivery of MCOT Plc. value.

3) Developing business models perfectly serving the market and social demands (value creation through social insight), which leads to the action plan to drive the training business tangibly in respect with the acquisition and negotiation with business alliances and other agencies that have potential to work with MCOT Plc., either private sector and educational institutes, through joint meetings for further implementations and shared learning. This is to add the service value created on expertise of MCOT Plc. and strategic alliances.

Procurement of Products and Services

MCOT ACADEMY provides products or services from developing and arranging training programs to serve demands, and to deliver value to customers and service users. It intends to promote knowledge, skills, and perception, from theoretical to practical, which are educated by qualified lecturers in the field of communications, together with professional mass media who are full of knowledge and experience and pleased to fulfill the communication potential to the training attendants. MCOT Academy would continue developing training programs in forms of public training and in-house training. The characteristics of the targeted groups and communication problems would be considered to tailor certain training programs that would give the greatest value, and fully respond customers and service users' demands through training techniques and approaches so that the training attendants could learn both theoretical perception and actual practice. In 2023, the communication training programs provided were: Reporters in Broadcasting and Television Business program, Techniques of Communicating with Mass Media program, etc. Also, the Strategy of Communicating with Medical Personnel (MedTalks) program was developed to add value, and to serve the demand of main service recipients who are medical personnel. This is to lift the communication potential when

delivering the service, and to lift the response to the service users' expectations. This program could be extended to other targeted groups. MCOT Academy also provides the Professional MC program with an aim to lift the communication ability of MCs or other persons related to the corporate communication. This program not only creates value or responds customers and service users' demands, but also boosts the potential of suppliers of MCOT Plc. as general suppliers and alliances were allowed to develop their knowledge and communication skills, which help strengthen the collaboration, and to create the joint value tangibly.

Moreover, MCOT Academy delivers value to stakeholders and society by means of academic service. The lecturers, who were the capable personnel of MCOT Plc., would transfer their knowledge in Reporters in the Broadcasting and Television Business program. They involved in delivering mass media knowledge to university students in several educational institutes under the Memorandum of Cooperation. MCOT Academy has developed the collaboration mechanism with those educational institutes by giving advice or delivering knowledge, which is useful in improving value, knowledge, skills, and attitude of MCOT Plc. personnel, and in improving the working process in MCOT Plc. effectively.



Assets used in operating business

4.1 Core Permanent Assets

As of December 31, 2023, the details about core permanent assets were summarized below.

4.1.1 Investment Property

Investment property of MCOT Plc. consists of land, building, and structure in the total of 3 plots stated at fair value undertaken by an independent appraiser based on the market approach while the building and structure are measured by the depreciated replacement cost. The net book value is Baht 9,182.46 million.

The Company has mortgaged the investment property of land having accounting value as of December 31, 2023 of 815.26 million Baht for guaranteed loan from financial institution.

4.1.2 Land, Buildings and Equipment

Land, Buildings, and Equipment	Value (Million Baht)	Nature of ownership
<u>Core assets:</u>		
- Land	160.12	Owner
- Buildings and construction	318.91	Owner
- Equipment for program production and broadcast	130.26	Owner
- Tools and devices, and office equipment	10.18	Owner
- Vehicles	29.10	Owner
Total net value of land, buildings and equipment	648.57	
Mortgage of land, building and premises having accounting value as of December 31, 2023 for guaranteed loan from financial institution of 1.93 million Baht		

4.2 Intangible assets

As of December 31, 2023, important intangible assets and other rights are as follows:

4.2.1 Frequency and television broadcast license

The cost of obtaining frequency and television broadcast license is presented at cost less accumulated amortization and allowance for impairment (if any). The cash equivalent value of the cost of obtaining frequency and television broadcast license is based on present value of the total payment. The difference between the payment and cash equivalent value is recorded as financial expenses according to the license fee payment period. The cost of obtaining license is recorded as assets and liabilities under the license when the license period is effective.

The Group of Companies records cost amortization of obtaining the frequency and television broadcast license using the straight-line method according to the 15-year license period. The amortization is recognized as expenses under profit or loss.

4.2.2 Other intangible assets

The Group of Companies records the initial cost of other intangible assets at cost. After initial recognition, value of intangible assets is presented at cost less accumulated loss and allowance for accumulated impairment (if any). The Group of Companies writes off intangible assets with limited lifecycle using the straight-line method based on the economic life of the assets, and appraise the impairment of the assets when there is an indicator of impairment. The Group of Companies shall review intangible asset write-off period and process at least at the end of every year. The write-off value is recognized as expenses under profit or loss.

Intangible assets with limited use period are as follows:

Computer program and software license	5 - 10 years
Program and movie copyright	80% is written off at the first broadcast and 20% within 5 years or during the contract period depending on which one is shorter
Broadcast copyright	According to the contract period
License to use radio frequencies	7 years

4.3 Lease contract

On the beginning date of the lease contract, the Group of Companies will consider if the contract is a lease contract or include a lease contract. The contract will be a lease contract or include a lease contract when the contract provides the right to control the use of identified assets during one period of time in exchange of returns.

Group of Companies as tenant

The Group of Companies uses one accounting principle in recognizing items and measures the value of every lease contract, except when the short-term lease asset and the value of reference assets in the lease contract is lower on the contract effective date (the date that the reference assets are available). The Group of Companies records the right-to-use assets that identifies the right to use reference assets and liabilities according to the lease contract based on the lease contract payment.

Right-to-use assets

The right-to-use assets are measured at cost less accumulated depreciation, loss from accumulated impairment and adjustment by the measurement of the liabilities value according to the new lease contract. Cost of the right-to-use assets includes the liabilities value in the lease contract at the first recognition, initial direct cost, the value of payment according to the lease contract on the effective date or prior to the effective date, and less incentives according to the lease contract.

Right-to-use asset depreciation is calculated based on costs, using the straight line method according to the estimated useful life of the right-to-use assets as follows:

Land	2 - 12	years
Building and construction	1 - 3	years
Tools and office equipment	2 - 5	years
Vehicles	5	years

If the ownership in the reference assets is transferred to the Group of Companies at the end of the lease contract or the fact that the cost of the assets also includes the right to buy, the depreciation will be calculated on the useful life of the assets. The right-to-use assets are presented as part of land, building and equipment in the financial positioning statement.

Liabilities under lease contract

Liabilities under lease contract is measured by present value of the payment throughout the contract period. The total payment under the contract period includes fixed lease fee less incentives according to the contract, variable lease depending on index or rate, the total payment expected to pay under the balance guarantee, the price of exercising the right to purchase which is reasonably certain for the group to exercise the right, and cancellation fee. In case the lease contract indicates that the Group of Companies will exercise the right. In terminating the lease contract, the Group of Company will record variable lease fee which does not depend on index or rate as expenses in the accounting period that the item or the condition related to payment occurs.

Discount rate of present value of the payment under the contract is calculated based on the interest rate implied by the lease contract or the additional loan interest rate of the Group. After the contract becomes effective, the accounting value of liabilities under the contract will be increased from the interest of liabilities according to the lease contract, and reduced from debt payment under the contract. In addition, the accounting value of the liabilities under the lease contract will be reevaluated when there are changes in contract period, debt payment and assessment of the right to purchase reference assets.

Short-term lease contract and low-value reference asset lease contract



The contract with 12 months lease or less after the contract effective date, or the reference asset lease contract has lower value will be recorded using the straight line method throughout the contract period.






Group of Companies as the lessor






The lease contract whose risk and return on ownership are not transferred to lessee is consider an operating lease contract. The Group of Companies records the total amount received from the operating lease contract as revenue under profit or loss, using straight line method throughout the contract period. Initial direct costs incurred from the operating lease contract obtaining is included in the accounting value of reference assets and recognized as expenses throughout the release contract, using the same criteria as lease revenue.


Trademarks






The Company has registered trademarks with the Department of Intellectual Property, Ministry of Commerce in accordance with the Trademarks Act B.E. 2534 (1991). The trademarks are valid for 10 years and can be renewed every 10 years. Details are as follows:

Trademark	Nature of use	Date of registration/ renew
<p>Modern Nine</p> 	<p>For products: television stations, news agency, radio and television broadcasting, television broadcasting to members, cable television broadcasting, audio and video broadcasting through cable TV, control the use of cable TV network, delivery of digital video and audio, sourcing information about broadcasting, representative of news agency for cable television broadcasting, television broadcasting, television broadcasting through cable network, satellite video and audio broadcasting, television broadcasting through satellite or transmitting radio and television programs, radio and television broadcast services, being representative of news broadcast, audio and video broadcast via cable TV, audio broadcast via satellite, audio broadcast via Internet program, television program broadcast, cable television broadcast, television broadcast, television broadcast through cable, receiving television signal, subscription television (cable television), news agency</p>	<p>- Registered on May 22, 2003</p>
<p>SEED FM</p> 	<p>For radio broadcast services: live radio broadcast, radio broadcast, broadcast or transfer programs via radio and radio stations by presenting radio programs, organizing concerts, hosting radio programs, operating entertainment business on radio network, producing radio program service, producing entertainment radio news, providing news, advertisement, radio advertisements, and souvenir distribution business</p>	<p>- Registered on June 10, 2005</p>

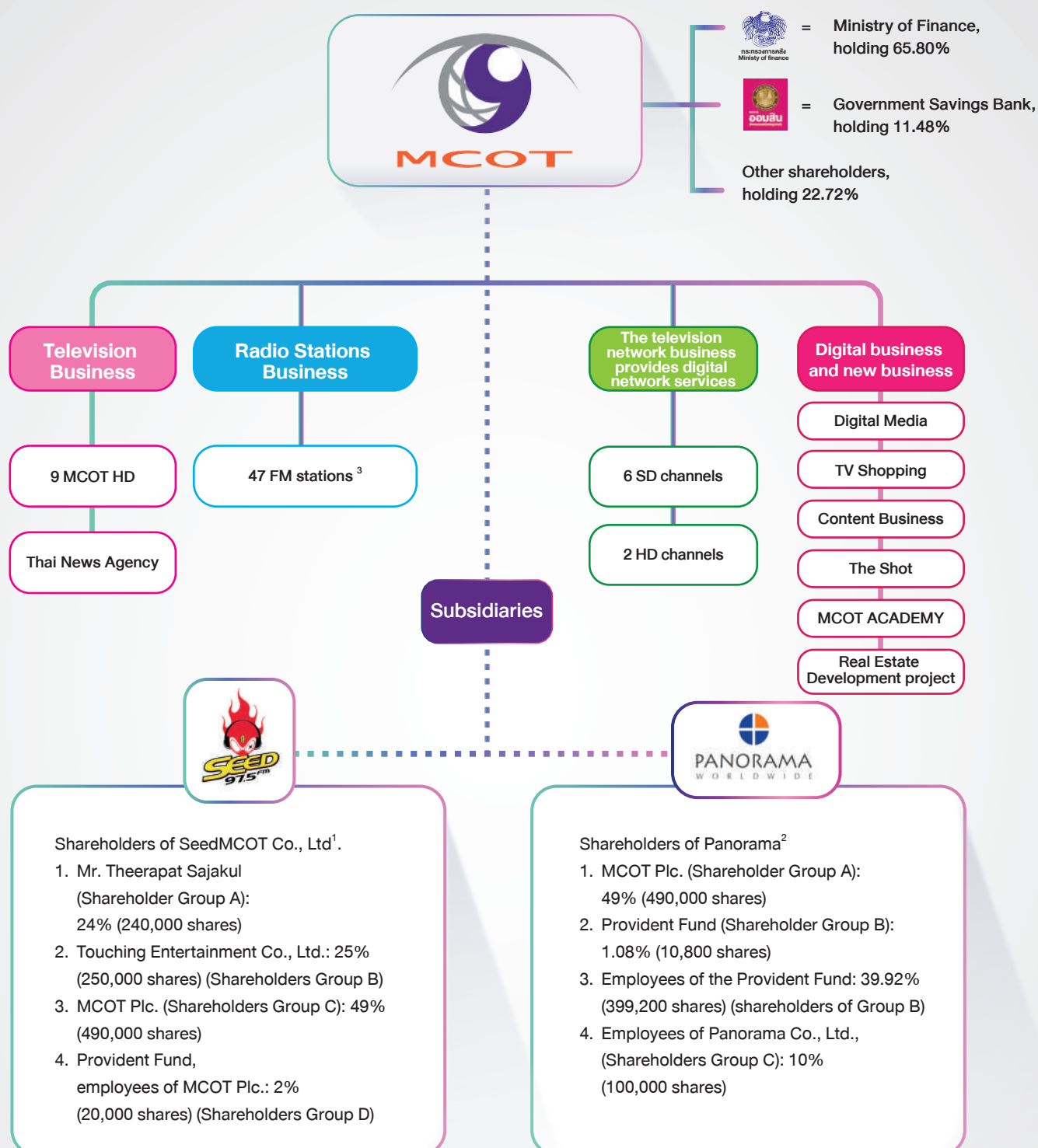
Trademark	Nature of use	Date of registration/ renew
<p>MET 107</p> 	For services on news and advertising, radio advertisement, radio broadcasting, live radio broadcasting, radio station	- Registered on August 29, 2006
<p>อ.ส.บ.น. / MCOT</p> 	<ol style="list-style-type: none"> 1. For cartoon, video tape 2. For letterhead, address stamp 	- Registered on October 15, 1990
<p>Thai News Agency</p> 	<ol style="list-style-type: none"> 1. News agency 2. News and advertisement 3. Printing 	- Registered on February 5, 1993
<p>MCOT Radio</p> 	<ol style="list-style-type: none"> 1. Radio station 2. Radio program, radio entertainment program 3. Radio programming, radio advertisement, news dissemination 	- Registered on February 5, 1993
<p>Previous 9 television channel</p> 	<ol style="list-style-type: none"> 1. television broadcast 2. Entertainment television, television program producers 3. Disseminating news and advertisement 	- Registered on February 5, 1993

Trademark	Nature of use	Date of registration/ renew
<p>MCOT ACADEMY</p> 	For goods - clothes (except underwear and sportswear), calendars, posters, magazines, books, stickers, journals, daily news bulletin	- Registered on November 15, 2013
<p>MCOT TALENT</p> 	<ol style="list-style-type: none"> 1. For goods: clothes (except underwear and sportswear), calendars, posters, magazines, books, stickers, journals, daily news bulletin 2. For advertisement news distribution 	- Registered on November 15, 2013
<p>THAIBEX</p> 	For goods: downloadable digital storage media, publications in digital format, publication published on website	- Registered on May 26, 2014
<p>THAIBEX</p> 	For goods: downloadable digital storage media, publications in digital format, publication published on website	- Registered on May 26, 2014
<p>MCOT HD</p> 	For goods: radio station, television program broadcasting, broadcasting or transmitting television programs, streaming on the Internet	- Registered on June 7, 2016

Trademark	Nature of use	Date of registration/ renew
<p>MCOT Family</p> 	For goods: television station, television broadcasting, transmitting or broadcasting television programs, streaming on the Internet	- Registered on June 7, 2016
<p>TNA</p> 	For goods: news agency, radio and television broadcasting, live radio broadcasting, collecting and disseminating electronic information, being news representative and providing information and news, providing other news and news information	- Registered on June 7, 2016
<p>MCOT Radio Network</p> 	For goods: radio broadcasting and streaming on the Internet	- Registered on February 25, 2023
<p>MCOT Regional Radio</p> 	For goods: radio broadcasting and streaming on the Internet	- Registered on February 25, 2023
<p>FM 95 MHz Look Tung Maha Nakorn</p> 	For goods: radio broadcasting and streaming on the Internet	- Registered on February 24, 2023

Trademark	Nature of use	Date of registration/ renew
<p>FM 96 MHz Thinking Radio</p> 	For goods: radio broadcasting and streaming on the Internet	- Registered on February 24, 2023
<p>FM 99 MHz Active Radio</p> 	For goods: radio broadcasting and streaming on the Internet	- Registered on February 24, 2023
<p>FM 100.5 News MHz Network</p> 	For goods: radio broadcasting and streaming on the Internet	- Registered on February 24, 2023
<p>FM 107 MHz</p> 	For goods: radio broadcasting and streaming on the Internet	- Registered on February 25, 2023
<p>Mellow</p> 	For goods: radio broadcasting and streaming on the Internet	- Registered on February 25, 2023

1.3 Shareholding Company Structure



Note:

¹ The meeting of the Board of Directors, No. 16/2016 dated November 22, 2016 resolved the business closedown of SeedMCOT Co., Ltd.

² The meeting of the Board of Directors, No. 2/2019 dated February 26, 2019 resolved the business closedown of Panorama Worldwide Co., Ltd.

³ On February 21, 2022 MCOT Plc. Won the auction of FM radio systems, 55 frequencies, comprising Bangkok and surrounding provinces, 6 frequencies, and 41 regional radio stations

1.3.1 Shareholding structure of subsidiaries and joint companies

– **Panorama Worldwide Company Limited**, incorporated on November 21, 2003 in which MCOT Plc. holds 49 percent of shares. This company has operated the business in producing television programs and documentaries for MCOT Plc. and other domestic and international companies, and in producing video and public relations media for the government sector and private sector. The meeting of the Board of Directors, No. 2/2019 dated February 26, 2019 resolved to terminate the business operation of Panorama Worldwide Company Limited, and to terminate all obligations incurred.

– **SeedMCOT Company Limited**, incorporated on November 18, 2009, in which MCOT Plc. held 49 percent of shares. This company has operated the entertainment business such as the production of radio and television programs, movie, song, and other digital products, development and distribution of premium products, arrangement of concert, stage plays, and fashion show, etc. However, the meeting of the Board of Directors, No. 16/2019 dated November 22, 2016 resolved to dissolve this company due to the accumulated loss since 2014.

1.3.2 Persons with potential conflicts of interest

– None –

1.3.3 Relationship with the business group of shareholders

– None –

1.3.4 Shareholders

As of the book closing date on February 22, 2023

– Total number of shareholders was 18,539, divided into 85.086 percent of major shareholders, and 14.914 percent of retail shareholders.

– The following was the first top 8 major shareholders:

No.	List of shareholders	Number of Shares	Shareholding Proportion (%)
1.	Ministry of Finance	452,134,022	65.803
2.	The Government Savings Bank	78,865,978	11.478
3.	Miss Orawan Vichienkawi	25,255,200	3.676
4.	Mr. Sompong Apornthananon	6,609,100	0.962
5.	Mr. Sophon Mitpanpanich	6,360,400	0.926
6.	Mr. Chanchai Kulthawarakorn	5,555,300	0.809
7.	Mr. Buncha Panthumkomol	5,000,000	0.728
8.	Mrs. Podchanee Pichitbanchornchai	4,837,300	0.704

Source: Thailand Securities Depository Co., Ltd.

– Limitations of shareholding by aliens

The Company's foreign limit is 15 percent of the total paid-up capital

– The Ministry of Finance and the Government Savings Bank are the major shareholders that are the representative of the government sector. Both two major shareholders have been involved in defining the management policy of MCOT Plc. under approval of the Board of Directors. Each of these two major shareholders nominated one representative to be the director of MCOT Plc. in accordance with the state enterprise director appointment guideline formulated by the State Enterprise Policy Office before proposing them to the shareholders' meeting for approval.

1.4 Issued and paid-up capital

1.4.1 Ordinary shares

On August 17, 2004, M.C.O.T. was converted from the Mass Communication Organization of Thailand by virtue of the Capital of State Enterprise Act to be MCOT Public Company Limited or MCOT Plc. The initial registered capital was Baht 3,000 million, divided into 600 million ordinary shares with a par value of 5 Baht per share. All shares were held by the Ministry of Finance. Later, MCOT Plc. increased the registered capital from Baht 3,000 million to Baht 3,835 million by issuing the capital-increase ordinary shares for 167 million shares with a par value of 5 Baht per share on September 24, 2004. The Company was listed on the Stock Exchange of Thailand on October 8, 2004, and had the initial public offering on November 17, 2004.

1.4.2 Other types of shares with different rights or conditions from ordinary shares

- None -

1.4.3 Shares or convertible securities of the Company are the underlying securities in the issuance of investment units for foreign investors

- None -

1.5 Issuance of other securities

- None -

1.5.1 Convertible securities

- None -

1.5.2 Securities as debt instruments

- None -

1.6 Dividend payment policy

MCOT Plc. has the policy of paying dividend for not less than 40 percent of the net profit after the deduction of all reserves required. However, such dividend payment must depend on the investment plan, necessities, and other matters as appropriate in the future. The resolution of the Board of Directors which approves the dividend payment must be proposed to the shareholders' meeting for approval, except the interim dividend payment that the Board of Directors shall have the power to approve such payment before reporting such in the next shareholders' meeting.

2. RISK MANAGEMENT

2.1 Risk Management Policy and Plan

Risk Management Policy

MCOT Plc. realizes and prioritizes the risk management in all procedures throughout the organization. It is essential to drive the Company to reach the business goals under great changes of media landscape and business circumstances. Among the harsh competition of the media business in the digital era, rapid changes of consumer behavior, new and severe risk factors, and highly-fluctuating economic circumstances have all taken the strong effect to the business undertaking. The Company recognizes that risk management is important for all procedures of the business operation, connected with all levels. Risk management is also an important component of the good governance adding the sustainable corporate competitiveness and added-value. Therefore, MCOT Plc. formulates the risk management policy precisely as described below.



MCOT Plc. shall apply the risk management as a tool of managing its business relating to the production and broadcasting in order that it reaches the highest efficiency under the international broadcasting standard. MCOT Plc. will also continue improving the risk management, encourage all employees to have both understanding and involvement in the risk management process of the Company in order that its corporate risk stays at an acceptable level. The risk management can also protect certain potential opportunities. This would help the Company's operations attain its objectives, which consequently leads to the good governance and sustainable added-value of the organization.



Operating Framework for Risk Management

MCOT Plc. gives precedence to the systematic risk management. To elaborate, the Risk Management Committee was appointed to supervise the overall risk management for the highest efficiency. The Risk Management Department was established with duties of designing, developing, and improving the universal risk management system and procedures. The Risk Officer was also appointed as the Company's representative to coordinate with each department, monitor, evaluate, and prepare the department risk management reports, either in the organization and department levels. The risk management process is carried out in line with an integrated risk management guideline given by The Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management Integrating with Strategy and Performance (COSO-ERM 2017). The risk management framework of MCOT Plc. is described below.

1. Defining the risk management strategy

MCOT Plc. shapes acceptable business objectives risk levels (Risk Appetite) in its risk management. To ensure that the risk management would be carried out in the same direction throughout the organization, MCOT Plc. defines five objectives or purposes of risk management as follows:

1) To have an integrated risk management system connected to the Company's objectives and goals as specified in the state enterprise plan, and it also goes to the task groups.

2) To have the risk management plan to handle potential risks in the future.

3) To minimize chance and impact from risks to be incurred, which may deviate the Company's operating performance from its objectives, goals, and mission.

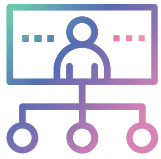


4) To connect and integrate risks and management of information technology together to enhance good management while the operating performance would be in line with the Company's objectives and goals.

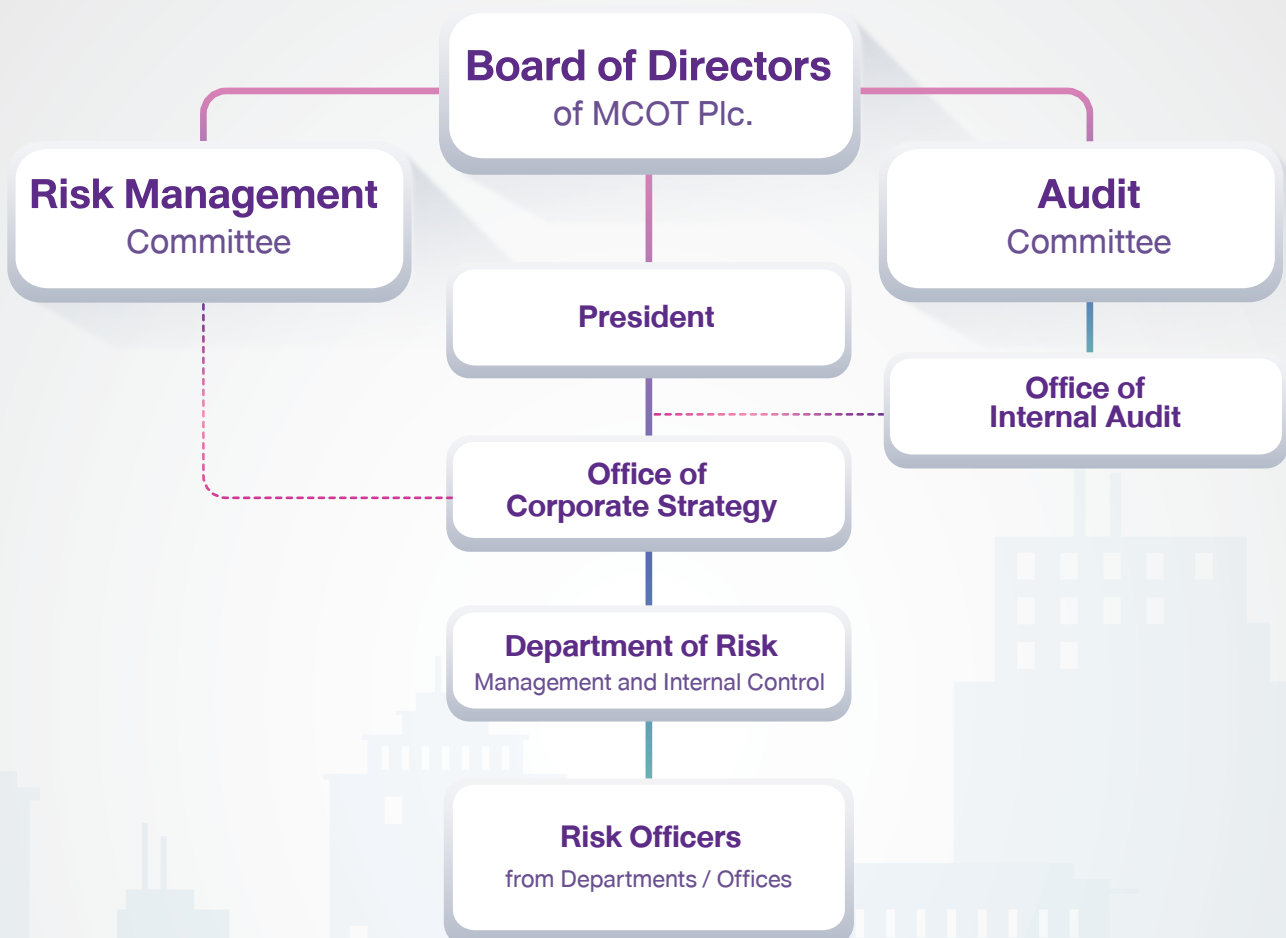
5) To have a risk management model, which is connected to the consideration of both financial and non-financial returns/ merit promotion system of the department/ persons applying the risk management system to be a tool of boosting efficiency and proficiency and value.

2. Structure and responsibilities in the risk management

MCOT Plc. formulates the structure, duties, and responsibilities relating to its risk management as illustrated below.



Structure of the Risk Management Committee of MCOT Plc.



MCOT Plc. as a company listed on the Stock Exchange of Thailand always gives importance to the Corporate Governance Principles or Good Governance Principles to protect all groups of stakeholders. The Board of Directors of MCOT Plc., therefore, establishes the systematic risk management by appointing the Risk Management Committee with duties of preparing the risk management policy, risk management manual, and risk management plan as the Company's operating guidelines. The Company's risk management has been monitored and revised to ensure that it would be consistent with the changing circumstances at all time.

The Risk Management Committee (RMC) has duties of overseeing, controlling, screening, and managing the organization risks in conjunction with The Committee of Sponsoring Organizations of the Treadway Commission – Enterprise Risk Management Integrating with Strategy and Performance (COSO-ERM 2017). Meanwhile, the President has duties of controlling and monitoring the overall risk management of the Company to ensure the efficient risk management procedures and plan. The risk management and internal control officers, directly reporting to the Office of Corporate Strategy under the direct supervision by the President, have duties of designing, developing, and improving the corporate risk management system and procedures, of preparing the risk management plan of the organization, and of monitoring the progress and evaluating the Company's operating performance under the risk management plan, which would be further proposed to the Risk Management Committee and the Senior Management of MCOT Plc. The Risk Officer has duties of coordinating with the Department of Risk Management regarding risk management of each department. The Audit Committee has duties of supervising and monitoring the Company's risk management independently, and of communicating with the Risk Management Committee so that the RMC understands key risks that must be related to the Company's internal control to ensure that the Company has the appropriate internal control to handle all risks of the organization. The Office of Internal Control has duties of communicating and reviewing the operation of Risk Management Units to understand the Company's risks, and of carrying out the risk-based audit to ensure that the risk management system is applied appropriately and implemented universally.

3. Risk Management Procedures

MCOT Plc. applies the risk management framework to manage four main risks, which include the strategic risk, operational risk, financial risk, and compliance risk. Risk management procedures involve 4 main steps:

- 1) To identify risks/ opportunities of business operation
- 2) To assess and sort out the importance of risks
- 3) To define the risk management measures
- 4) To monitor and report the outcome of risk management

The risk management procedures of MCOT Plc. are undertaken in line with The Committee of Sponsoring Organizations of the Treadway Commission – Enterprise Risk Management Integrating with Strategy and Performance (COSO-ERM 2017), which is an international standard that integrates the risk management procedures and internal control system with the strategy and operating targets of the organization so that the work operation is run in the same direction while the corporate strategy can be implemented to reach the established targets. MCOT Plc. also provides the Risk Map, and shapes the risk culture through the Risk Appetite in order to protect certain damages from the daily operations, and to be able to accept higher risk as an exchange with some new business opportunities under the appropriate risk management. In this regard, KRI (Key Risk Indicator) would be a risk alarm while RA (Risk Appetite) and RT (Risk Tolerance) are the outcome aimed by the Company. However, the risk management direction must be shaped tangibly to minimize the potential loss that would take effect to the Company's goals. Such risks may be identified by the top-down brainstorming from the Risk Management Committee and other senior management members, and by the bottom-up operations. Those risks also

come from an analysis of possible circumstances deriving from both internal and external factors, which would be used to assess the risk severity, and to prepare the risk management plan of MCOT Plc. This plan would cover all key corporate risks, which include the strategic risk, operational risk, financial risk, and compliance risk. This plan would be the operating guideline that must be regularly monitored, assessed, reviewed, and improved to be relevant to any changing internal and external circumstances.

MCOT Plc. also provides the risk management manual, and focuses on the Business Continuity Management (BCM). The BCM plan has been regularly revised, and improved to ensure that it is consistent with the changing corporate structure, and to cover all significant events. Such plan is tested and practiced on a yearly basis, and the testing result must be reported as well. This is to ensure that such plan and process will be able to respond to any emergencies efficiently.

4. Building of Risk Culture

MCOT Plc. promotes the risk culture in the organization by encouraging the executives and employees at all levels to realize their ownership of risks in their work and in the organization (Risk Owner). Therefore, risks in their responsible work must be managed in practice.

The risk management mechanism and process are established to monitor, assess, and report every risk incurred in working. The opinions are communicated and shared to enhance effective communications and challenges. The Company also encourages the sharing of experience in risk management between departments and organizations to communicate the risk management practice guideline and benefits regularly. The mechanism of building motivation is also defined to promote the Company's personnel at all levels to be involved and behave in line with main core value and good risk management. The performance in respect with risk management is defined as KPI, and tied to the compensation system for the employees at all levels in order to motivate and inspire them to perform work by their best endeavours, and to drive the organization to hit the established goals efficiently. The human resource management is also used to promote the risk culture such as succession plan, and training to promote knowledge, skills, and experience necessary for the business operation at present and in the future.



2.2 Risk Factors to the Business Operation of the Company

MCOT Plc. has always analyzed both internal and external circumstances, together with the economic, social, political, technological, industrial tendency, competitor, other related matters in order to determine certain significant corporate risk factors, which possibly take effect to the Company's business operations, financial status, and operating performance or the Company's existence. Those risks may be categorized below.

2.2.1 Current and emerging risks to the business operation of the Company

1. Risk from competition in the digital TV business

The competition in the digital TV business has still been high to retain the sharing of the audience because the television is a medium approaching the consumers most rapidly and greatly so it is the first choice in launching the advertisement, and in creating brand recognition. It is anticipated that the competition in the digital business continues higher. Previously, although several TV operators have returned the digital TV licences before the expiration of licensing term, and some digital TV channels have been terminated already, the competition in the digital TV business has not declined yet. The digital TV operators continue retaining the popularity of their channels and television program or rating as it is an important factor of fixing the advertising rate, which takes direct effect the revenue of the television business. The advertising agencies or product or service owners usually choose the advertising or product or service promotion with the television programs by considering the popularity rate, that is, the advertising cost must be worthwhile to the number of audiences.



MCOT Plc. has managed this risk by speeding up the development and improvement of the creative content. To elaborate, the news content in 3 sections has been developed to attract more audiences. The programs were produced and developed to create good memory. The Company has constantly sought for certain qualified program alliances to join the business. The television media and the online media like Youtube, Facebook, and other online platforms were merged to give more alternatives to the audiences and to retain the audience base on various online platforms apart from those on the television. The Company has also been equipped with efficient and consolidated production tools and equipment, and personnel who are full of competency and long experience in the program production.

2. Risk from expansion of new advertising media due to changing behaviors of consumers

Exponential development of technology at present deems an important factor leading to the expansion of existing advertising media, and the emerging of new media, which have sharply changed the advertising industry. Advertising through the online media had the continual growth, which was opposite to the advertising budget in the television and radio media that tended to remain solid. Although the television media is still the largest revenue source in the industry, the online media has grown up so quickly and may walk ahead the television media in next few years because the online media enables the audiences to receive the information quickly by themselves subject to the changing lifestyle of new generators. As a result, the online media has expanded so rapidly along with the growth of many online platforms, e.g. Facebook and Youtube. This is also consistent with behaviors of most consumers who turn to use the online media more, and spend less time in watching the television. Therefore, the advertising agencies and product or service owners pay more attention to use the online channel to advertise their products to the consumers.

However, MCOT Plc. anticipates the risks and chance of business operation for its revenue growth. Therefore, it has tried to improve the online platform, and to create and improve the creative content so that it becomes efficient and consistent with the online media in each platform. MCOT Plc. always promotes and develops the digital knowledge skills and creativity in its personnel, and seeks for certain qualified alliances to work together to respond to audiences' demands, to boost MCOT Plc. competitive efficiency, and to serve demands of advertising agencies and product or services owners who purchase the advertising media for better revenue growth.

3. Risk from loss of highly competent personnel

MCOT Plc. always realizes and values its human resources as a key of driving the business organization to meet achievements. The loss of competent personnel with knowledge, ability, and experience, either executives or employees, due to retirement and job transfer, causes the organization to lose knowledge base, and bear more expenses from the personnel recruitment and development to replace the old ones. All are the important factors which affect both efficiency and achievement of the business operation of MCOT Plc.

To manage this risk, MCOT Plc. formulates the human resource management by constantly retaining highly competent personnel to work with MCOT Plc. The succession plan is prepared and implemented. To elaborate, MCOT Plc. defines the criteria of selecting the successors, and promotes the competent personnel to be ready for the succession in key positions in the future. These competent personnel will be developed to have knowledge and ability in management, leadership, to develop specific skills and techniques of each task, and to develop their cognitive process and viewpoints for their preparedness in working. Meanwhile, the Company implements the human management strategy by taking account of the opportunities and risks under the following means:

1) Building (personnel building) by investing in creating and developing the personnel recruited to work for the Company until they have the qualifications as required by the Company.

2) Buying (seeking for personnel from outside) by seeking for good and smart persons from other organizations.

3) Borrowing (personnel borrowing) by engaging or borrowing some personnel from other agencies/ organizations with knowledge and abilities as required by the organization to temporarily work for or give advice to the Company.

The above means are to make MCOT Plc. have adequate personnel to work for the organization efficiently, proficiently, and continuously in accordance with the company strategy and mission at present and in the future.

4. Risk from compliance with any related policies, laws, obligations and rules and regulations

The main business operation of MCOT Plc. is the television business, radio broadcasting business, and digital terrestrial television facilities. On the previous year, the income of the television business accounted for 27% of the total income. The income of the radio broadcasting business accounted for 25% of the total income. The income of the network service accounted for 37% of the total income. Such business operations of MCOT Plc. have been under all rules, regulations, and procedures of the Office of the National Broadcasting Telecommunications Commission (NBTC). The NBTC has the authority and duties of supervising, and issuing any notifications and procedures to control and make the operators' competition free and fair under moral standards while the consumers would be protected and not be exploited by those operators. The NBTC always revises and amends its notifications and procedures. However, any issuance or amendment of notifications and procedures of the NBTC certainly takes effect to the business growth of MCOT Plc., and may cause MCOT Plc. to bear more expenses or to earn less income or profit.

MCOT Plc. has managed this risk by keeping a close watch on the movement of laws. The Office of Legal Affairs is assigned to oversee, control, and monitor the Company's operation to be in line with the notifications and rules of the NBTC, and to monitor any potential changes of all related rules and regulations that may affect the Company's business operation. The Office of Legal Affairs establishes the intranet as an archive of law, legal information, and other corporate rules as a mechanism or channel of making the Company's executives and employees aware of rules, regulations, and information about their working for further accurate compliance. Meanwhile, MCOT Plc. has accelerated its business potential and strength by urging the revenue earning, and managing expenses efficiently. At the same time, MCOT Plc. has sought for other new businesses to balance the loss of income resulted by changes of laws, rules, regulations, notifications, and criteria relating to such business operations.

5. Risk from the enactment of the Personal Data Protection Act

The Personal Data Protection Act, B.E. 2562 is enacted since 2021 with provisions pertaining to the collection, use, or disclosure of personal information. Thus, the collection of personal data must be concise and standardized. It is prescribed that the Court can calculate the punitive damages to punish any persons who collects, use, or process the personal data with no consent, or who commits an offence under this Act either by intention or negligence whereas the data subject will be paid for such damages.

MCOT Plc. realizes and prioritizes the compliance with this Act. Therefore, this law in details has been studied while MCOT Plc. sets up the work plan and risk management guideline, and performs actions as required by law until the Company becomes confident that it complies with law accurately and completely.

6. Risk from cyber threats

Cyber threats occur at all time, and it tends to be spreading wider via various and more complicated forms, e.g., stealing of key data, virus computer attack, and system hacking to control key operating systems such as network, accounting and financial system, internal management system, or unauthorized use of information that may harm to the Company's computer operating system or network until it is unable to run its working, cause the business disruption, cause damage to the information, cause leakage of business secrets, and harm the Company's image.

MCOT Plc. has been concerned about this threat, and realizes the proactive actions to reduce the impact from this risk, which would certainly take effect to the business continuity, reliability, and corporate image in the stakeholders' view. Therefore, MCOT Plc. has improved the computer network system to avoid the collapse of network system and computer server for continual functioning of the system. MCOT Plc. has also implemented ISO 27001 framework regarding the management system for information security, and set up the cyber security and safety control standards such as setting of Firewall system, setting of authorization for data access, identification to access to the computer system, regular training to build knowledge and awareness of cyber safety, setting of a data reserve center for emergent cases to ensure the business continuity, and setting of BCM system in case of cyber threats against MCOT Plc.

7. Risk from copyright infringement

The Copyright Act, B.E. 2565 (No. 8) comes into effect on August 23, 2021. This Act revises certain provisions for the digital trading, shifts the protection over the copyrighted works on the online media, and supports the soft power policy initiated by the Government. As a result, some measures to suppress the copyright infringement on online media have been defined; for example, a measure of suspending the copyright infringement on online media where an internet service provider or platform owner like Facebook and YouTube is able to remove such work infringing the copyright from the system suddenly once being reported by the copyright owner without waiting for the judicial process. This Act also prescribes the penalty for the service provider, producer, and seller of tools used for such copyright infringement. The copyright protection term for the photography works is also extended to the lifetime of any creator and such protection will be prolonged for another 50 years after the creator's death so that Thai artists and their heirs will obtain some benefits from this matter. This protection is consistent with the international principle, and is prepared for membership in the WIPO Copyright Treaty (WCT) where Thailand has already submitted the instrument of accession to the World Intellectual Property Organization (WIPO) for membership of this treaty.

MCOT Plc. realizes and values the copyright protection in operating its media business, especially online media, to ensure that its business operation will be valid, and comply with the Copyright Act, and to prevent any potential risks and damage caused by the violation of such Act. In this regard, MCOT Plc. establishes the direct responsible department to analyze the origin of any violation, define the operating guideline and strict prevention measures, and communicate the right understanding to all related personnel regularly to ensure that MCOT Plc. complies with law accurately.

8. Risk relating to the management of natural resources and environment

The natural resources are limited, and they, at present, have been decreasing greatly. Some natural resources are so decaying that they cannot be exploited. Therefore, an efficient use of natural resources and environment by taking account of economic, social, and environmental stability for sustainable usage is so important for the business operation of MCOT Plc. that must consider the responsibility for the natural resources and environment to drive its sustainable business growth.

From the Company's recognition and priority to such sustainable growth, the circular economy has been applied. The circular economy aims at retaining the value of resources for maximum benefits, use of resources as necessary, and reuse or recycle of resources. For example, MCOT Cares Project was initiated to reduce the use of new resources, the volume of waste, the impact to the environment simultaneously. This project responded to the cost-effective use of resources subject to BCG Economy (Bio-Circular-Green Economy) in order to cope with the change of natural resources and environment.

9. Risk from climate change

Climate change tends to more serious so quickly. It leads to the physical risk which is unstable, unpredictable, and may give more severe impact to the business operation of MCOT Plc., e.g. natural disaster like thunderbolt, earthquake, flood, etc. These natural disasters give impact to the business operation of MCOT Plc., make it have more expenses, and possibly harm its employees and stakeholders.

MCOT Plc. has managed this risk by monitoring and assessing the risk from disasters. MCOT Plc. also provides the plan for possible impact and the business continuity plan (BCP) that has been regularly revised to be relevant to the change of its corporate structure. The BCP covers significant events, testing, rehearsal, and report on testing outcome prepared on the yearly basis to ensure that such plan and process would respond to any emergency events efficiently.



2.2.2 Risks to investment made by securities holders

1. Risk from the number of major shareholders >25%

The major shareholder of MCOT Plc. is the Ministry of Finance, holding 65.803% of the total issued shares. As a result, this major shareholder may exercise its right to object to or disapprove any resolutions in the shareholders' meeting as prescribed by the Company's Regulations or other related laws that a resolution requires not less than three fourths of all votes of shareholders present at the meeting and eligible to vote.

2. Risk from an ability in dividend payment

The future ability in dividend payment of MCOT Plc. depends on several factors, e.g., cash flow from operating activities, conditions set forth in loan agreements made with commercial banks, necessity of capital reserve for business expansion, and requirements of other related laws.

If the factors affecting the Company's ability in the dividend payment change significantly, MCOT Plc. may be risky to pay the dividend at a rate lower than that specified in the dividend payment policy or its dividend payment may be omitted.

However, MCOT Plc. has the policy of paying the dividend for not less than 40% of the net profit after all types of reserve required.

2.2.3 Risk to investment in foreign securities

- None -



3. DRIVING BUSINESS TOWARDS SUSTAINABILITY

3.1 Sustainable Business Development Policy and Goals

MCOT Plc. intends to operate its business and to become a high-quality organization in the media industry with a commitment to enable the Thai society to have equitable access to information, and to operate the business with social responsibility. The Company adheres to its commitment to use its corporate capability as a mass media to drive economic, social and environmental development under the corporate theme of “Good media creates good society”. MCOT Plc. also pays high importance to offer the best interest to all stakeholders under the corporate governance principles, which is a significant foundation to sustainable development.

MCOT Plc. has declared the “Sustainable Business Development Policy” and communicated it to all employees in the organization through various communication channels to arouse their awareness, to drive the transparent operation, and to meet with international standards. The vision regarding sustainability of MCOT Plc. has been announced with aim at **“building the communication partner who assists in enable wisdom based society”** MCOT Plc. has reviewed the sustainable business development policy on yearly basis by considering the changing circumstances, trends and direction, related rules and regulations as well as other internal and external factors on sustainability to drive the Company efficiently achieve its vision, direction and goals.

MCOT Sustainability Vision

**Communication partner
who assists in
enable wisdom based society**



Sustainable Business Development Policy

Good Governance	Retention of good governance
People	Determination to develop competency in people, and to respect human rights
Prosperity	Formation of stable economic system
Planet	Environmental protection and conservation
Peace & Justice	Support for peace and justice
Partnership	Confidence in development partnership

MCOT Plc. has been determined to be a good corporate citizenship by emphasizing on the business operation under the good governance principles to give the balance value to all stakeholders; by lifting its operations under corporate responsibility covering the entire value chain; and by being involved in driving the Thai society toward sustainability based on core competencies of the Company in accordance with the sustainability development framework which is consistent with 5 Sustainable Development Goals (SDGs) and the Sufficiency Economy Principle, which all have been integrated to the Company's management under the following practices:

Good governance by undertaking the business with morals, compliance with all related laws, rules and regulations, countering against all types of offences, respect to rights and care for interest of all groups of stakeholders equitably.

Determination to people competence by delivering all goods and services which are always responsible and give value to human wisdom in order to promote the quality living potential, and to support and protect human rights while the implementations must go along with diversity, equity, and inclusion.

Promotion of prosperity by retaining the business stability of the organization and its strategic partners in the chain value in order to strengthen the economic system of the country, to operate the business fairly, and to promote free trade competition.

Planet protection and environmental conservation by having determination to operate green operations; for example, uses of innovations and creativity to boost the eco-efficiency, appropriate uses of resources, reduction of pollution, and social campaigns to make the public aware of and join hands to be friendly to the environment.

Support for peace and justice by arousing inspiration to have a society full of peace, love, and harmony, to reduce and protest negative behaviors, and to promote an access to justice by every person, especially vulnerable people under the roles of creative media.

Confidence in development partnership by connecting and promoting the connection between sectors to give care to each other, share resources and knowledge and abilities, enhance strength and shared value for the Company's sustainable operations on the basis of the Sufficiency Economy Principle, which include the modesty of using resources and generating income, careful decision-making under reasons, information, and good immunity from risk management, self-reliance, and preparedness to changes.

Sustainability Management Goals

MCOT Plc. realizes the importance of operating business as a mass media with significant roles in inspiring and influencing people's perception and behaviors as well as social changes. It sets a corporate mission to encourage participation and to equally care of all stakeholders under the Media Social Responsibility (MSR) framework. The MSR framework has been integrated with corporate strategy and business direction in parallel to sustainable management strategies that emphasizes the Company's social and environmental responsibility and commitment to supporting sustainable growth of all parties. In this regard, the long-term goals are placed to enable the Company to generate the profit in forms of the financial value and the social value. The operating strategy in respect with sustainability must be in conformity with the business operation guideline for sustainability (ESG), and must respond to the main stakeholders of the organization for the stable business, and sustainable value to be delivered to the society and environment as well as all related stakeholders in every operating stage subject to the value chain as follows:

Good governance

Goals :

To enhance excellence in corporate governance, which is transparent and checkable, and accepted by any regulatory agencies, and to pass the corporate governance evaluation at "Excellent" level.

Strategy Direction

- Implementations consistent with standards, laws, rules and regulations, and practice
- Transparent and checkable disclosure of information
- Fraud and corruption prevention
- Collaboration between the organization and stakeholders

People

Goals :

To create and develop the competence of mass media personnel.

To be accepted as the model of safe and creative media being involving in developing the competence of people in the society.

Strategy Direction

- Competence development for executives and employees
- Competence development for mass media workers (MCOT Academy)
- Presentation of valued and responsible contents for human capital development
- Promoting diversity and human rights through contents
- Developing creative and safe media

Prosperity

Goals :

To manage the supply chain of the organization for the sustainable development.

Strategy Direction

- Fair business operation
- Analysis and creation of co-value with related persons in the supply chain of the business operation
- Content presentation relating to financial literacy

Planet

Goals :

To reduce the negative environmental impact from operating activities.

To deliver contents promoting the positive behavior to the environment.

Strategy Direction

- Reduction of the emission of greenhouse gases in the operating procedure
- Efficient uses of energy in operating activities
- Efficient management of resources to obtain benefits, and to reduce the impact to the environment
- Promotion of circular economy and sharing economy
- Promotion of lifestyles friendly to the environment/sustainable consumption

Peace

Goals :

To promote peace and justice in the society through content presentation.

Strategy Direction

- Formation of attitude on love and harmony in the society
- Formation of attitude on the protest of negative behaviors in the society
- Promotion of justice in the society

Partnership

Goals :

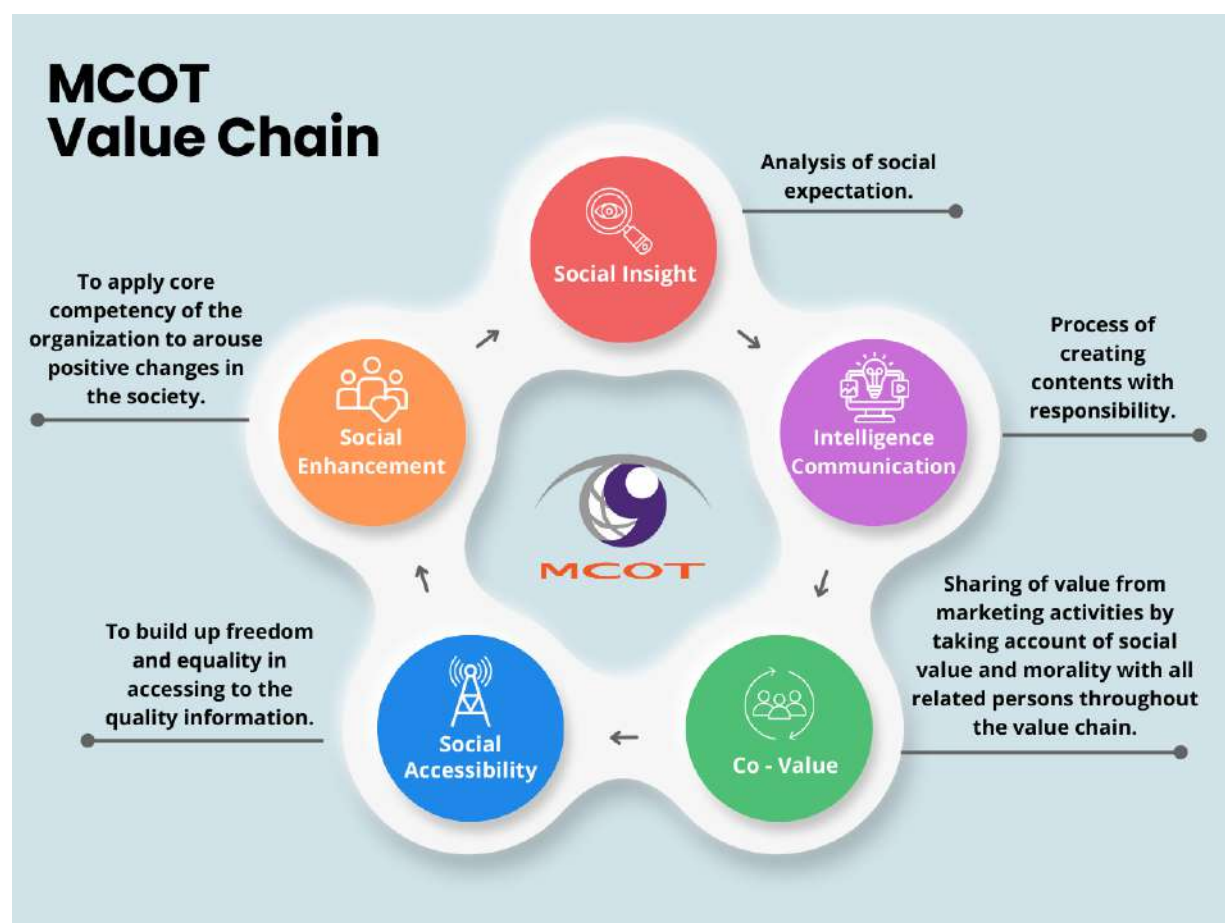
To form a collaboration network for sustainable development.

Strategy Direction

- Formation of alliances in project undertaking and business operation
- Being the media of promoting the social alliance for sustainable development
- Promotion of sustainable supply chain

3.2 Management of Impact on Stakeholders in the Value Chain

Understanding the demand on sustainability in every group of stakeholders is an important factor to improve the work efficiency in ESG. MCOT Plc., therefore, gives precedence to the management of the value chain in its operation in order to inspect the demands and impact before setting up the universal responsive guideline as a significant strategy to guarantee that the operating process would be undertaken in line with the international sustainable development guideline.



3.2.1 Business Value chain

MCOT Plc. connects all groups of stakeholders to prioritize and define commitments to meet key stakeholder expectations from its operations and business value chain.

1. Social Insight: To analyze social expectations to create program contents and marketing plans, and to formulate the news presentation policy and guideline for producing news, information and contents that encourage positive changes in the society by:

- defining work process, preparation of content format, and process of controlling the program quality pursuant to the demand of viewers/listeners and the regulations of the NBTC.
- surveying satisfaction of viewers/listeners in terms of quality and quantity.
- managing risks relating to public concerns over products, services and operations.

2. Intelligence Communication: To create contents, information and news with responsibility, accuracy, honest and equitability, which reflects social diversity, and recognizes the benefits of each group of audience by:

- promoting capability to independently produce creative works in line with corporate vision, mission, values, corporate strategies that get along with morals, professional code of conduct, and related rules and regulations
- checking creative works before broadcasting to ensure accuracy, reliability and encouraging learning to shape the right perception and good behaviors.
- improving the personnel competence and innovations to produce the constructive contents.

3. Co-Value: To share the value from marketing activities by taking into account of social value and morality with other related people throughout the value chain by avoiding the negative impact on the society and environment by:

- promoting compliance with social responsibility guideline throughout the supply chain, including program producers, advertising media producers, and sponsors to improve the entire media business standards.
- operating the business under the good governance principles and the professional mass media code of conduct.
- having fair business negotiations by not taking advantage of customers by providing clear and complete conditions, confidentiality and retention of customer's information, respecting the intellectual property and refraining from copyright infringement.
- communicating the product and service value to customers by providing accurate and complete information to create trust with customers.
- managing the customer relation regularly to be aware of customers' demand and concerns, to strengthen good relationship and good cooperation with customers, and to prepare various channels for customers to access the Company's information for convenience in making transactions, complaints and recommendations.

4. Social Accessibility: To promote the public's right and freedom to equally access to the high-quality information, which conforms to the National Broadcasting Master Plan introduced by the Office of the National Broadcasting and Telecommunications Commission (NBTC) by:

- ensuring a wide coverage of media in every area so that the general people could access to news and information through MCOT's various media channels, including satellite digital television, radio, and online media, such as website, social media and applications under high technology and service potential of MCOT's digital terrestrial television network.
- delivering quality products and services by professional mass media personnel.
- providing technology, services and information for the disabled to ensure an equal access to information.
- ensuring that the general public receives useful information at no cost.
- developing universal technology used by everyone to easily receive basic and useful information and news.

5. Social Enhancement: To use corporate core competency in promoting and encouraging positive changes in the society with an aim to nurture active citizens for better life. MCOT Plc. encourages people in the society to have awareness and to develop their capability, potential, and self-management to be ready to respond to the necessities and social problems in which they are involved by:

- promoting media literacy through the production and dissemination of the "Sure and Share" content to educate Thai audience about accurate and reliable news. The program emphasizes on presenting the content that eliminates misunderstanding in the society.
- allocating time or airtime or offering discount for media space in the form of donation or charitable activities and acting as the whistleblowing, complaint channel and/or bridging assistance to the one in need in various situations.
- Giving the information to customers and audiences with responsibility, and listening to the feedback to further improve MCOT's products, services, and content production.



3.2.2 Analysis of Stakeholders in the Value Chain

MCOT Plc. has given high importance to the collaboration of stakeholders related to its business operation, either direct or indirect, as well as others who may be affected by such business operation throughout the business value chain. Every department of MCOT Plc. mutually considered to indicate the groups of stakeholders of the Company under the following analysis process:

1. Indicating the operating process and scope of work in each operating part.
2. Analyzing the value chain of each operating part, and indicating the stakeholders, either inside and outside the organization relating to the operation in each mission.
3. Gathering the information about stakeholders of every working line to indicate main stakeholders at the corporate level, which could be divided into 7 groups as listed below.

Stakeholders are classified into 7 categories:

- 1) Executives/Employees
 - MCOT's executives, employees, and workers
- 2) Shareholders
 - Ordinary shareholders, juristic persons, retail investors, securities companies, and securities analysts
- 3) Clients
 - Clients in the business sector, program sponsors, users of network service, equipment, and personnel services
- 4) Viewers/ Listeners /Customers
 - Viewers, listeners and audience of contents, news and entertainment information of all media under MCOT's network
 - General people, surrounding communities, youth, educational institutes, mass media

- 5) Business Partners
 - Program producers, joint investors
- 6) Supplier
 - Suppliers of raw materials, personnel, and equipment
- 7) Regulators
 - Government agencies, mass media professional associations

The Company systematically manages stakeholders and integrates their expectations into its operations across all departments and business units that also support MCOT Plc.'s business strategies. The Company continuously monitors and communicates with all stakeholder groups to reflect and ensure cooperation, jointly create business value, and mitigate risks related to business operations, which will also increase the business value.



MCOT's Involvement with stakeholders

Stakeholders	Involvement Communication Channels	Expectations of Stakeholders	Expectation Response
Executives / Employees	<ul style="list-style-type: none"> Board meeting Meeting of the Labor Relations Committee Meet the Heads Activity 	<ul style="list-style-type: none"> The Company's operating performance meets the target. The Company's information is useful to the management and operations. Good working environment Good corporate image Precise organization leading Competency development Fair compensation and welfare Efficient supporting systems and tools 	<ul style="list-style-type: none"> Analysis and presentation of information useful for the executives' decision-making Implementations of tangible plans according to the executives' plans. Annual policy and implementation plan Training programs Development of communication channels in the organization Restructuring the working structure promoting the cross-line collaboration
Shareholders	<ul style="list-style-type: none"> Annual meeting Disclosure of information directly by the Company and Stock Exchange of Thailand Opportunity Day Joining the Board of Directors Communications through the investor relations team 	<ul style="list-style-type: none"> Good corporate governance Good and regular compensation 	<ul style="list-style-type: none"> No actions violating or depriving shareholders' rights Operations to be line with the targets Operating plans to enter into any related investment index
Customers	<ul style="list-style-type: none"> Receipt of comments/demands of customers (VOC) Opinion survey Satisfaction survey 	<ul style="list-style-type: none"> Program contents The Company's communication channels taking effect to the brand and products that achieve higher popularity and sales sum. Good and worthwhile product quality Advertising privileges Discounted airtime Program promotion Services provided as per the agreement Professional working Comfortable and quick working system 	<ul style="list-style-type: none"> Development of program contents/platform Offering the discounted airtime Promotion via online media and newspapers Planning for the media production and publicizing via the station media to meet the customers' purposes Working system under standardized and reliable technology
Audiences / Listeners / Community and Society	<ul style="list-style-type: none"> Receipt of complaints Site visit to listen to facts Receipt of recommendations 	<ul style="list-style-type: none"> Pleasant, qualified, and useful contents to satisfy the audience Accurate, updated, and reliable information Quality of pictures and sound that are clear when watching Assistance and benefits from performing activities Business operation with regard to the society and environment 	<ul style="list-style-type: none"> Improvement of program contents and platform that are appropriate and consistent with the audiences' demand Development of the quality broadcasting system Communicating the business operation and social assistance through various media and activities
Strategic partners / Suppliers / Cooperation parties/ Senders	<ul style="list-style-type: none"> MOU Business contract 	<ul style="list-style-type: none"> Continuous joint business operation Formation of business network Fair and transparent business operation Program rating Budget and profit from joint investment Promotion of image of strategic partners Management rapidity and efficiency 	<ul style="list-style-type: none"> Sustainable development policy Good corporate governance policy No violation of broadcasting requirements/rights Development of contents/program platforms
Regulatory agencies	<ul style="list-style-type: none"> Meeting Discussion Inspection of operation Report of information about main program schedule for year 2022, Channel 9 MCOT HD Report the change of minor program schedule, Channel 9 MCOT HD 	<ul style="list-style-type: none"> Operations in conformity with all related laws and rules Compliance with related rules Compliance with the morals and code of conduct Being a good model for other media No exaggerate advertising/no presentation of improper contents Development of innovations relating to business operation Overall operating performance of the Company is in line with the corporate indicators Ability to respond to the mission as a state enterprise according to the government policies and plans, and orders of regulatory agencies 	<ul style="list-style-type: none"> Compliance with all related requirements and rules Preparation of work handbook Training about related criteria to the Company's executives and employees Preparation of plans, indicators, requirements on working to be in conformity with orders, comments, and targets of regulatory agencies Monitoring the operating performance of the internal departments to ensure they are in line with plans, indicators, and requirements Evaluation of work performance in accordance with the State Enterprise Evaluation Handbook Delivery of the Operating Performance Report to the regulatory agencies Proposal of orders and advice on lifting the overall operating performance of the regulatory agencies to the Management

3.3 Sustainability Management in Environmental Domain

Summary of Key Performance in

Environment

To operate the business under laws and requirements on environment; to arouse employees' awareness; to promote the change of behavior to appreciate the consumption of resources; and to take account of the environmental impact throughout the value chain.



Reduce emission of
Carbon Dioxide

7,121.04
kgCO2e



Equivalent to
planting

713
trees



Quantity of waste
supplied to the
recycle process

1,340
kilograms



Quantity of water
consumption

36,526
Cubic Meter



Volume of electricity
consumption

8,464,077
kilowatts



Quantity of fuel
consumption

35,023
liters

Environmental Policy and Practice Guideline

MCOT Plc. is committed to operating the business under laws, requirements, and regulations relating to environment, especially the appreciative uses of natural resources. MCOT Plc. also promotes awareness of environment among the executives and employees in the organization, which would lead to the change of their behavior and working process to be consistent with the concept of environmental conservation. In this regard, MCOT Plc. declares the development guideline and working procedures with responsibility to the environment under the driving plan for business sustainability in accordance with the ESG, which shall be the practice guideline for every executive and employee in the organization.

Practice Guideline

- 1) To encourage the Company's personnel and other stakeholders to use the resources appreciatively, and to reduce uses of energy uselessly for the Company's maximum benefits.
- 2) To constantly encourage the improvement of working process which helps conserve the environment such as reduction of paper uses, reduction of printing on paper in the working process.
- 3) To encourage good care of working sites to keep them have good environment and safety in working.
- 4) To control, prevent, and reduce the waste and pollution effectively, and campaign the recycle of resources.

Energy Conservation Policy

MCOT Plc. comprehends the problems in managing the global energy that may affect the ecological system and human living. Therefore, MCOT Plc. encourages the implementation of energy management policy in its operation to drive the business to enter to the circular economy and carbon neutrality. MCOT Plc. complies with the Energy Conservation Promotion Act, B.E. 2535 as amended (No. 2), B.E. 2550 to enhance constant and sustainable efficiency in energy conservation. The “Energy Conservation Policy” was declared to enable every employee to be involved in the energy management to obtain maximum efficiency.

Practice Guideline

- 1) To proceed and improve the energy management system appropriately by defining that the energy conservation is a part of working by each department, and it must conform to all related laws and requirements.
- 2) To improve efficiency of energy consumption in the organization constantly and appropriately with its operation by paying attention to the technology applied and the operating direction to enhance maximum efficiency.
- 3) To fix the target of energy conservation in each year, and to communicate it to all executives and employees for their understanding and precise practice.
- 4) To bear in mind that the energy conservation is the duty and responsibility of the Company’s executives at all levels and employees who must join hands in implementing all established measures so that the monitoring, inspection, and reporting the implementation results to the Energy Management Committee would follow the preset plan.
- 5) To give support for resources relating to personnel, budget, working time, training, and participation in sharing opinions, as well as other supports which are necessary to improve the energy conservation.
- 6) The executives and the Energy Conservation Committee shall review and improve the energy conservation policy, goals, and action plan on the yearly basis.

MCOT Plc. also promotes the environmental sustainability. The key goal is to utilize the core mission of the organization as a mass media to arouse awareness and to encourage the public to participate in the environmental conservation. MCOT Plc. is committed to strictly take actions under all laws, requirements, and rules relating to environment. Such actions cover the appreciative consumption of energy and natural resources, disposal of waste caused by the production process, and impact to the environment possibly incurred throughout the supply chain, and the promotion of awareness and participation of MCOT’s employees in extending their responsibility to the environment.



Performance in respect with Environment in 2023

MCOT Cares Paper – Cycle, Separate, Exchange, New

MCOT Plc. strives for encouraging its employees to be involved in solving environmental problems by first changing their daily behaviors, reducing the waste from their working, and changing their working procedures to give the least impact to the world in accordance with ESG guideline. In this project, the “used paper” from the office is returned to the recycle system, and is turned to be the “new ream paper” for the organization. The project alliance is SCG Packaging Public Company Limited.

Target Group :

MCOT employees in the central region

Objectives :

To arouse awareness of waste separation from the beginning, and to encourage the employees’ participation in managing the used paper in the organization so that it could be returned to offer the new value efficiently.

Project Term :

Year 2023 – 2024

Operating Process :

- 1) Setting points of dropping off the used paper by separating the paper types into black-white paper, cardboard, and others, and publicizing this project to the employees.
- 2) Arranging the Paper-Cycle, Separate, Exchange, New activity where the employees could exchange their used paper with some souvenirs from the MCOT Cares project.
- 3) Delivering all used paper collected and separated to SCG Packaging Public Company Limited to be further sent to the recycle process.
- 4) Assessing the value and weight of used paper delivered that would be changed to be new A4 paper reams for the organization.

Performance :

In 2023, MCOT employees dropped off their “used paper”, e.g. document paper, cardboard, and others such as old calendar, newspaper and so on, which were delivered to SCG Packaging Public Company Limited or SCGP for the recycle process. The total weight of such used paper was 1,340 kilograms, which could be exchanged to be 40 new paper reams, equivalent to the reduction of cutting 23 trees.



Environmental Saving Report



วันที่ 01/01/2023 ถึง 31/12/2023

คุณรีไซเคิลกระดาษไปแล้ว 1,340 กิโลกรัม

ลดการตัดต้นไม้



23 ต้น

ลดการปล่อยก๊าซ CO₂



911 กิโลกรัม

ลดการใช้น้ำ



34,840 ลิตร

ลดการใช้เชื้อเพลิง



1,876 ลิตร

ลดการใช้พลังงาน



5,360 กิโลวัตต์



MCOT Cares & Share x Nine Entertain Awards 2023

MCOT Plc. implemented the guideline of working procedure development which must be responsible for the environment by applying the Net Zero concept in arranging the Nine Entertain Awards 2023 by changing the event arrangement model, using environmentally friendly materials, and minimizing the waste arising out from arranging this activity in all steps.

Target Group :

Participants, audiences, and supporters of Nine Entertain Awards 2023.

Objectives :

To mitigate the impact and waste arising out from arranging activities by the organization; and to disseminate and build up awareness of environmental problems in audiences and activity participants.

Project Term :

May, 2023.

Operating Process :

- 1) Setting the theme of arranging the activity as “Net Zero” by reducing some consumable parts, and changing all materials in this event to be recycle materials; for example, reducing uses of paper by not distributing the paper-based program, changing the materials wrapping the bouquet to be the compostable materials, and determining that all decorating materials in the event were Vinyl canvas that could be recycled.
- 2) When the activity ended, all Vinyl canvas used in arranging the Nine Entertain Awards 2023 was delivered to Nonthaburi Home for Destitute in the supervision of the Ministry of Social Development and Human Security to be made to be new handbags for other activities of the organization.

Performance :

Vinyl canvas from arranging Nine Entertain Awards 2023 could be made to be 130 handbags to be reused in other activities of the organization.









งานไนน์เอ็นเตอร์เทน อวอร์ด 2023

สร้าง 4 Cares

ลดการปล่อยคาร์บอน

คาร์ที่ 1



ลดการใช้กระดาษ
เปลี่ยนสู่อีตีดเป็น QR Code

คาร์ที่ 2



ส่งเสริมการใช้ภาชนะบรรจุอาหารที่ย่อยสลายได้

คาร์ที่ 3



เลือกใช้วัสดุตกแต่งที่นำกลับมาใช้ใหม่ได้
โดยนำผ้าใบไวนิลทั้งหมดที่ใช้ในงานกลับไปผลิตเป็นกระเป๋าใบใหม่

คาร์ที่ 4



ลดขยะพลาสติก
ช่อดอกไม้สำหรับผู้ได้รับรางวัลห่อด้วย Plant-based leather ผนังเวทีจากเส้นใยไม้ไผ่ ย่อยสลายได้

โดยเราช่วยลดปริมาณคาร์บอนฟุตพริ้นท์ จากการจัดกิจกรรมได้

รวม **2,853.58** kgCO₂

เทียบเท่าการปลูกต้นไม้ **317** ต้น





MCOT Cares & Care the bear

MCOT Plc. had the policy of refreshing the meeting, training & seminar, and activity arrangements to help reduce the carbon footprint arising out from them. MCOT Plc. participated in Care the bear project held by the Stock Exchange of Thailand to heal the global warming by reducing the emission of greenhouse gases under 6 cares principle, which aims to encourage consumers to help reduce the global warming, and is relevant to the Sustainable Development Goals (SDGs), Clause 13 “Climate Action”.

Target Group :

Employees of MCOT Plc.

Objective :

To reduce the impact and waste arising out from arranging the organization activities.

Project Term :

January - December, 2023

Operating Process :

- 1) Publicizing to arouse awareness and to change meeting and activity arrangement style to be in line with the concept of 6 Cares; namely, reduction of energy consumption from traveling, reduction of paper and plastic uses, reduction of foam uses, reduction of energy consumption from electric appliances, reduction of waste from activity arrangements, and selection of decorating materials that could be recycled.
- 2) Delivering the information collecting from arranging those activities to the Project to assess the impact to the environment and the emission of Carbon Dioxide.

Performance :

The Company's emission of greenhouse gases from the arrangement of various activities could be reduced for 6,210.04 kilo carbon dioxide equivalents, which is equal to the absorption of CO₂ per year of 690 trees.

Things you can do to stop global warming



Efficient Management of Energy and Resources

MCOT Plc. realizes the mutual cooperation and participation in energy and resource conservation. The Company, therefore, has raised awareness and encouraged employees' participation in controlling and promoting the efficient consumption of energy and resources.

• Power management

Since 2021, MCOT Plc. has implemented the energy conservation policy by changing various equipment to reduce the electricity consumption. This includes the change of light bulbs in office to energy-saving light bulbs, plan for electricity system check and maintenance to ensure availability and safety. In 2023, MCOT Plc. has consumed electricity for 8,464,007 units or the electricity cost amounted to Baht 41,442,472. MCOT Plc. places the plan of promoting lower consumption of electricity by arousing the energy saving behavior in employees who have worked in the central office buildings through public relation media posted around the lighting switches in the office buildings, meeting rooms, and common areas.

In addition, MCOT Plc. pushed forward the innovation development to reduce the energy consumption. This project started from the development of competency of engineering employees by installing devices and system for generating electricity from solar energy. The Engineering Network Office installed the MCOT Solar Energy Generating system, Phase 1 in 2 areas at the digital terrestrial television transmitter stations at Prachuap Khiri Khan province, and Si Sa Ket province. This system was able to generate the solar energy in the capacity of 15 kilowatts, 3 phases to the digital terrestrial television transmitter of MCOT Plc. MCOT Plc. plans to install such solar energy generating system at its office

building in 2024 in the capacity of 100 kilowatts. It is targeted that, in 2024, the electricity generating to be used in the buildings of MCOT Plc. would not be less than 227,520 units.

• Management of oil fuel from traveling

In 2023, MCOT Plc. placed the policy of reducing the car rental of the organization by adjusting its management system, and integrating work between departments so that the car rental could serve all departments efficiently. In 2023, the volume of oil fuel consumed by MCOT Plc. totaled 35,023 liters while the oil fuel cost amounted to Baht 1,144,687 in total.

Network formation to deliver knowledge and to promote environmental behavior

To conform to duties and mission of the Company as a mass media, it has expanded its undertaking scope in the environment from the management of resources in the organization to the alliances with potential and expertise in carrying out environmental projects. MCOT Plc. was also the medium of arousing awareness and changing the environmental behavior of general people via its available channels.

• MCOT Radio Go Green

MCOT Plc. comprehends that the environmental care can start from changing our daily behaviors. It, therefore, intends to utilize the potential of provincial radio network nationwide to communicate, campaign, and arouse positive behaviors which could reduce the impact to the environment of local people under the concept of MCOT Radio Go Green. This project aimed to build up the network of forwarding the environmental information, and to integrate with localities to enhance the outcome in 4 dimensions as follows:

- Green Heart : To arouse awareness, and to promote the world conservation behavior through various programs.
- Green Station : To encourage MCOT station officers to aware of, and to have the environmental conservation behavior in radio stations.
- Green Community : To form the community network for environmental conservation in every area of provincial radio stations of MCOT Plc.
- Green Travel : To promote the conservative tourism activities.

In 2023, MCOT Radio Go Green was able to transfer knowledge about environment, and to build up the public participation through the activities of 41 provincial radio network stations nationwide as described below:

1. Producing the jingle, radio spot, and VDO clip for over 50 spots containing contents relating to the Environmental Days to be on-air via 41 radio stations and via online channels, e.g. Facebook: MCOT Around Thailand, and TikTok of 41 radio stations.

2. Inserting the content about environmental conservation in MCOT for Community program, and interviewing the agencies arranging the environmental conservation activities.

3. Arranging seven On Ground activities under MCOT Radio Go Green concept by focusing on connecting environmental issues. Many listeners participated in these activities that could generate the revenue amounting to 303,910 Baht.



- **Support for water management under “MCOT’s Water Conservation under Royal Initiatives”**

MCOT Plc. gives high importance to strengthen local communities in the natural resource conservation that would lead to sustainable development there. Considering that “water” is a significant basic life necessity, the Company supports the operation of Utokapat Foundation and adopts the royal initiative and knowledge of the late King Bhumibol Adulyadej for water management in local communities with “understand, access, and develop” concept.

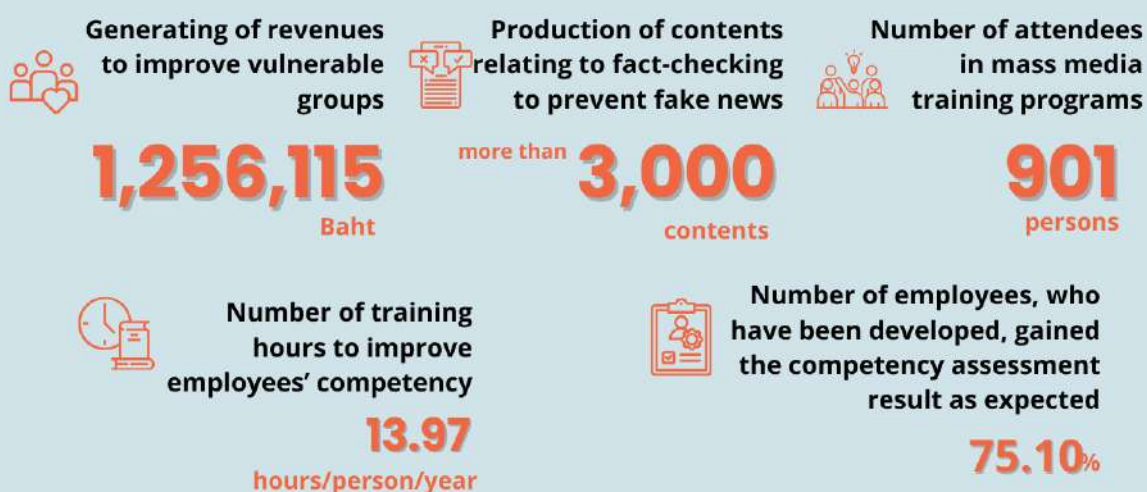
Since 2016, MCOT Plc. has invited government agencies, the private sector, and the general public to make donation to Utokapat Foundation instead of sending flower baskets to the Company on its establishment day on April 9. In 2023, MCOT Plc. donated to Utokapat Foundation in the total of 587,000 Baht.

3.4 Sustainability Management in Social Dimension

Summary of Key Performance in

Social

To deliver the value from undertaking the media business for positive change of the society, to upgrade the personnel competency to support the business adaptation, to create quality contents, and to create equality for all groups of people in the society to access to media.



MCOT Plc. is fully aware of its key responsibility as a driver of social development by providing quality information and news to the general public so that the public sector would be developed through education, and the Thai society could be shifted to a smart society leading to the betterment for all. The Company also inspires the society to be aware of and take action in skill and capability development in order to be ready for the changing situation and technology development. MCOT Plc. has been committed to promoting best practice in community and social development through the following processes and activities.

1. Connecting communities and other stakeholders through opinion surveys, including questionnaire, in-depth interviews, and meetings to listen to and find out about specific problems and issues in their communities and the society.

2. Conducting self-assessment based on corporate mission and vision, to promote the use of core competency in community and social development in conformity of corporate mission.

3. Planning activities or projects that utilize corporate competency to develop community and society according to their specific needs and/or solve specific problems.

4. Assessing the outcome, and impact of the activities or projects based on the principle of change creation. Based on such process, MCOT Plc. has identified social responsibility and promoted changes in social structure by increasing freedom in media access, public perception, knowledge, innovation creation skills, and media literacy in parallel to the business operations within corporate vision framework and missions on sustainable development and value creation in the society.

In 2023, MCOT Plc. continued following the sustainability promotion direction by promoting value creation in the society throughout its operating process. The MCOT Cares project was implemented to communicate MCOT Plc.'s core responsibility and tasks as the “good media for good society” by providing creative content that supports social development and social contribution activities.





Worthy Media

By awareness of a key role of mass media in driving and influencing thought and behaviors of people in the society, MCOT Plc. is always committed to create constructive contents and activities as good media to shape the society positively.



MCOT Cares



Worthy Society

MCOT Plc. is committed to create the good society through the business operation which offers the balanced value to all stakeholders throughout the value chain. The operation framework is in line with the worlds' sustainable development goals and the ESG guideline on the principles of the Sufficiency Economy Philosophy.



Performance in Social Dimension

1. Society, Community

Freedom and equitability of access to the media

Mass media plays an important role in promoting and strengthening sustainability in the Thai society through quality contents and information. As a media organization, MCOT Plc. understands this fact and gives high importance to promoting freedom for the general public to have equal access to high quality content and information, which is considered one of the basic rights for all. This role is in line with the National Broadcasting and Television Master Plan introduced by the National Broadcasting and Telecommunication Commission (NBTC), which promotes the right of the public to have access to the media. MCOT Plc., therefore, has set a practice guideline to protect rights to have access to information and news in four dimensions as follows:

- 1) Ensuring wide coverage of its media, providing people in all areas with the opportunity to have easy and equal access to information through MCOT Plc.'s media.
- 2) Offering technology, service, and information for the disabled to promote equal access to information.
- 3) Allowing the public to receive useful information at no cost.
- 4) Developing universal technology that everyone can use to receive basic or useful information without complications.

MCOT Plc. is ready to take actions to protect the right to access to information in the four aspects above by taking the role as a service provider of radio and television network, the broadcaster of audio and video signals through various channels to cover the receipt of news and information by many people in the Thai society, including digital television, radio and online media such as website, social media and application.

By using its available technology and capability to provide television network service through terrestrial digital frequencies, MCOT Plc. can efficiently reach the audiences and listeners in the country, covering 95.1 percent of the total households nationwide via 168 stations to reach 91,000 persons/minute. In addition, MCOT Plc. has provided the broadcasting service in the central and provisional areas in the total of 47 stations via FM system covering 92.4% of areas around the country. MCOT Plc. also has expertise in providing the service of measuring the radio and television signal transmission and receiving standards for many agencies according to the standards formulated by the NBTC, and also the service of satellite-based broadcasting. MCOT Plc., therefore, has full capability to support the dissemination of creative and useful information to the public by using quality technology and equipment as well as good operations from professional personnel.

MCOT Plc. also promotes the equality of many groups of people to access to the information by arranging some programs for persons with visual impairment and hearing impairment, including:

The programs with sign-language interpreters (SL) for 3 programs

1. 9 Lunch News
2. Duo Weekend News
3. Drawing of GSB Special Saving Certificates for Year 2023

Programs with closed caption (CC) and audio description (AD) for 7 programs:

1. SOME ONE Nueng Nai Lai
2. The Yes Sir Roo Wai Yai Loei
3. Miracle Animal Life
4. Xian Krabi Nua Yutthapob
5. Roi Vithee Pun Watthanatham
6. Voon Jai Nak Long Rak Hong Tae
7. Chinese series: Ittirit Krabi Sien Yuan, Mok Heang Han

Programs with sign-language interpreters (SL) Program with closed caption (CC) and audio description (AD) for 1 program:

1. Sue Yod Nak Suep

Practice to promote responsibility in content delivery

MCOT Plc. has a mechanism to prevent negative impact from its operations on its stakeholders and the society. By adopting the “smart society” concept as the business operation guideline, the Company gives high importance to presenting content, information, and programs that are both informative and entertaining. MCOT Plc. has prepared written concept and policy on presentation of information, news and related regulations through its core broadcasting system. Professional guidelines on media production ethics and professional code of conduct are used for the basis in considering radio and television program schedule and news program production by the Television Department, Radio Department and the Thai News Agency.



Promoting media literacy

“Sure and Share”

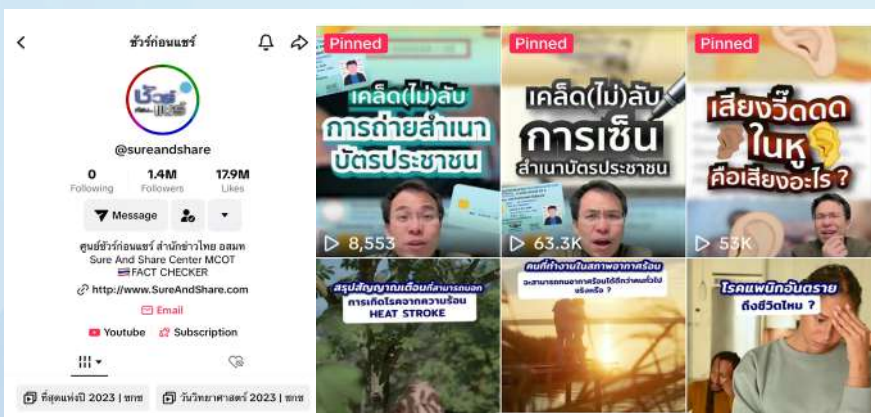


“**Sure and Share**”, the first television program of Thailand presenting the fact-checking and broadcast via television and online media of MCOT Plc. since 2015. Nearly a decade, “Sure and Share Center” still acts as medium for solving inquiries, and giving facts to the public. Its role is also expanded to make several groups of people have the media literacy.

Correct fake news–cyber threat warning is one of critical duties of the Sure and Share Center. The contents are produced as facts to be delivered to the society, which help correct any fake and untrue details, and give warning about cyber threat. Over the past years, it has been more obvious that this problem annoyed and harmed health and economy.

In 2023, the Sure and Share Center produced over 2,000 fact-checking VDO clips broadcast via internet, and over 1,000 clips disseminated via infographic and other media whereas these clips were approached by over 1,000 million views. When they were opened via other social media platforms, these VDO clips were followed by 2 million audiences.

Boosting power to cope with “Infodemic” – In the midst of COVID-19 pandemic, the Sure and Share Center allocated and disseminated true facts to the public to correct much misunderstanding. The facts were also disseminated through several hundred sets of “Sure and Share FACTSHEET” The Sure and Share Center cooperated with CoronavirusFact Alliance of International Fact-Checking Network (IFCN) to exchange contents with foreign countries, produced the SureVac content to prevent the general people from fake news about COVID-19 vaccine, and was trusted to translate the Communication Manual on COVID-19 Vaccine issued by the world’s network institute.





Mobilizing to create the fact-checking mechanism for the public. Since 2017, the Sure and Share Center has extended its operation to create fact-checking cooperation and mechanism for the general people. The Center signed the Memorandum of Cooperation with Thai Media Fund, and over 20 network organization including ministries, state departments, universities, The Medical Council of Thailand and medical staff organizations, as well as the consumer network and youth to mutually allocate and disseminate right facts, and correct any misunderstanding. Meanwhile, the Center worked with some foreign platforms like Google, YouTube, Meta, TikTok to improve its content production and dissemination for media literacy.

Except the content production to help the general people access to accurate information, and to have immunity or get up to the media consumption, the Sure and Share Center extended its work to the field of education by arranging many activities, preparing electronic books, and organizing many training courses, especially the “Sure Detective, Sure and Share Center for Youth” (2019), “Sure Detective x Sure and Share Club:

Virtual Camp” (2021), and “Sure Detective x Sure and Share Club: TRICK OR TRUST” (2022). These activities were hugely supported by Thai Media Fund and many networking parties. Many youths, students, teachers, and aged people from over 50 provinces across the country have participated in the learning activities on site and online. The Sure and Share Center also received the Best Media Innovation Award in 2022.

Expanding to sustainability with “Sure and Share for EDUCATION” In 2023, Sure and Share Center launched the content and platform in education that is an important base of creating literacy in the society. It also moved forward to cooperate with many agencies to develop the program to promote literacy of the general people, pupils, university students, and aged people. For example, “FCDA 101” is an online literacy program through the training of fact-checker skills in the form of the adventure movie film. A learner would take the role of the “acting detective” in a secret institute. The learner would gain both knowledge and joy in solving puzzles disseminated on SUREcology platform, a platform for media literacy.



Sure and Share” is Thailand’s first television program presenting fact-checking that is shared online. It is the fact-checking agency that has operated longest in Thailand. Meanwhile, the Sure and Share Center has already upgraded its mission to be the creator of the **“integrated digital media innovation to build up social literacy”** This repeats MCOT’s intention in encouraging the general people to access to accurate information and to be wise in the consumption of the traditional and digital media, which is critical for the sustainable development and growth of the Thai society.





@SureAndShare

ชัวร์ก่อนแชร์

นวัตกรรมสื่อดิจิทัลบูรณาการ เพื่อเสริมสร้างสังคมรู้เท่าทัน

www.SureAndShare.com SURE AND SHARE CENTER | CO-1 Public Company Limited



ศูนย์ชัวร์ก่อนแชร์
สำนักข่าวไทย อสมท

กลไก ศูนย์ชัวร์ก่อนแชร์ <small>Fact-checking center</small>		
เครือข่ายผู้เชี่ยวชาญ		
แจ้งเตือน และพิจารณา	จัดการ ฐานข้อมูล	ตรวจสอบ
ผลิตสื่อ	กระจายสื่อ	
เครื่องมือและนวัตกรรม		

DEBUNK PREBUNK EDUCATION LITERACY

ชัวร์ก่อนแชร์ FACTSHEET

SureVac COVID-19 VACCINE INFODEMIC IMMUNITY

SureVac เนื้อหาเสริมสร้างภูมิคุ้มกัน
ข้อมูลเท็จเรื่องวัคซีนโควิด-19

ชัวร์ก่อนแชร์ FOR EDUCATION

เรียน • รู้ • ทำทัน

เทคนิคการใช้คลิปรายการ
"ชัวร์ก่อนแชร์" ในห้องเรียนมัธยม
เพื่อประกอบการนิเทศจากคุณครูผู้ใจจริง

เนื้อหาเพื่อการเรียนรู้เท่าทัน

FACT CHECK FACTORY 101

ชัวร์ก่อนแชร์
KEYWORD

เปิดโลกคำศัพท์ รวบรวมคำศัพท์



www.SUREEcology.com

กิจกรรมเพื่อการเรียนรู้เท่าทัน



TIMELINE

2558 | 2015

- 7 มีนาคม 2558 - ชัวร์ก่อนแชร์
ออกอากาศครั้งแรก
ทางข่าวค่ำ สำนักข่าวไทย
ช่อง 9 MCOT HD

2559 | 2016

- จัดตั้ง ศูนย์ชัวร์ก่อนแชร์
ขยายบริการตอบคำถาม
จัดสร้างฐานข้อมูล
เข้าร่วม FirstDraft
Partner Network

2560 | 2017

- ลงนามความร่วมมือ
ภาคีศูนย์ชัวร์ก่อนแชร์
ร่วมกับ กองทุนพัฒนาสื่อ
ปลอดภัยและสร้างสรรค์
• จัดเสวนา
"เมื่อคนไทยเชื่อใจโซเชียลมากกว่าหมอ"
• จัดอบรมเชิงปฏิบัติการ
"จับผิดเรื่องข่าวด้วยตัวเอง"

2561 | 2018

- ได้รับคัดเลือกรับการสนับสนุนจาก
Google News Initiative:
YouTube Innovation Funding

2562 | 2019

- ผิดชอบขยายความรู้เท่าทัน
ด้วยทักษะแบบ FACT-CHECKER
นักสืบสายชัวร์ ศูนย์ชัวร์ก่อนแชร์เยาวชน
• ร่วมจัด TRUSTED MEDIA THAILAND

2563 | 2020

- เข้าร่วม IFCN CoronaVirusFacts Alliance
แลกเปลี่ยนข้อมูลและองค์ความรู้เกี่ยวกับโควิด
กับพันธมิตร FACT-CHECKER ทั่วโลก
• ร่วมจัด FAKE NEWS FIGHTER
• ได้รับคัดเลือกเข้าร่วมโครงการ
YouTube Sustainability Lab

2564 | 2021

- SureVac เนื้อหาเสริมสร้างภูมิคุ้มกัน
ข้อมูลเท็จเรื่องวัคซีนโควิด-19
• เปิดตัว ชัวร์ก่อนแชร์ Membership
• เปิดตัวแพลตฟอร์มเพื่อการเรียนรู้เท่าทัน
www.SUREEcology.com
• นักสืบสายชัวร์ x ชัวร์ก่อนแชร์เสวนาใน
Virtual Camp ถ่ายทอดสดบนเวที
นักเรียนรู้-ครูผู้สงสัย รับบท "ว่าที่นักสืบ"

2565 | 2022

- นักสืบสายชัวร์ x ชัวร์ก่อนแชร์ใน
TRICK OR TRUST
รู้เท่าทัน ผ่านมุมมองของทลลวง
• รายการ ชัวร์ก่อนแชร์
โดย ไม่น้อยคน
• แอนิเมชัน ฟอนต์เชนส์
ทาง ช่อง 9 การ์ตูน

2566 | 2023

- "นักสืบรู้"
กิจกรรมสำหรับเด็ก
ที่มากกว่าความสนุก
และ อีกหลากหลาย
นวัตกรรมสื่อดิจิทัลบูรณาการ
เพื่อเสริมสร้างสังคมรู้เท่าทัน

ขอขอบคุณทุกการสนับสนุน

สังคมไทย รู้เท่าทัน
ร่วมกัน ชัวร์ก่อนแชร์

จาก รายการโทรทัศน์ด้านการตรวจสอบข้อเท็จจริง FACT-CHECKING
รายการแรกของประเทศไทย ผู้การกิจการเสริมสร้างความรู้เท่าทัน
ผ่านนวัตกรรม สื่อ เนื้อหา หลากหลาย กิจกรรม สำหรับกลุ่มคนที่แตกต่าง
โดยยึดมั่นการทำงานภายใต้กรอบมาตรฐานด้านวารสารศาสตร์

TRUST | TIMELY | CREATIVELY

ชัวร์ก่อนแชร์ PARTNERSHIP ภาคีความร่วมมือที่ยั่งยืน



CONTENTS & CHANNELS

วิดีโอ	2407		
อินโฟกราฟิก	1035	43.00%	
บทความ	481	19.98%	
สื่อเสียง	305	12.67%	
	117	4.86%	
	93	3.86%	
	70	2.91%	
	67	2.78%	

ALERT ANNOUNCE ANSWER ARCHIVE

YouTube	287,000 Subscribers 133M Total Views	Twitter	30,000 Followers
Facebook	331,000 Followers	Instagram	3,000 Followers
LINE	66,800 Followers	TikTok	1,381,000 Followers

โทรทัศน์ ข่าวค่ำ MCOT HD
วิทยุ FM 100.5, FM95

หนังสืออิเล็กทรอนิกส์



ติดต่อ ศูนย์ชัวร์ก่อนแชร์ ทางอีเมลได้ที่ sureandshare@gmail.com | ข้อมูล ณ 20 ก.พ. 2566

- **Sustainability value creation through creative content**

MCOT Plc. realizes that mass media plays a significant role in creating social sustainability and, therefore, presents content, information and news that would create brain print, or information that has influence on people's thought, belief, perception, and behavior. The Company also promotes balanced development in three aspects – economy, society and the environment through television and radio programs, such as

“**Natee Long Tun**” program broadcast on Channel 9 MCOT HD presenting interesting economic, stock market, and investment news; “**Someone Nueng Nai Lai**” program on 9 MCOT HD, a documentary program presenting phenomena, issues, problems, and solutions in the dimensions of the “foundation of Thai Plural Society”, “Multicultural Education” “Anthropology” and “Sociology” on the concept of sustainable development together with case studies of other countries in all 4 programs; **The Winner Gamer, Dream Catcher, Season II** program presenting knowledge to have media literacy and immunity in consuming media and technology at the 5G era in several different patterns, which was made from the real stories of people in the society who have been trapped by social media while the program also presented some interesting viewpoints from psychologists, medical scholars, and many experts on the program content so that the stories of this program would be the lesson, example, and good model when using the technology; “**Kot Mai Klai Tua**” program on FM 95 MHz presenting interesting knowledge about laws in our daily life; “**Chai Chana Haeng Karn Pattana**” on FM 100.5 MHz reporting news, information and knowledge about sustainable development under the Sufficiency Theory, royal projects, royal initiatives, Chaipattana Foundation and Royal Project.

- **Delivery of honest and fair content**

MCOT Plc. gives high importance to delivery of accurate, honest, and fair content in various forms that best address the demand of viewers/listeners and various groups in the society. The Company provides for the formulation of written concept, policy and regulations related to information presentation in broadcasting system. Media profession ethics and code of conduct are clearly prepared. The key essences are to provide the general people with complete and accurate information without distort. News shall be balance with recognition of different people in the society, in terms of age, education, career, places, thoughts, and fairness to all stakeholders involved in the content and fact presented. All parties involved shall have the opportunity to speak as appropriate.

In 2023, MCOT Plc. allocated time or provided discount on media space buying in different forms such as donation and public benefits to respond to demands, and to help different groups of people. The value of dissemination through MCOT Plc. media accounted for Baht 2,401,416.67. Examples are as follows:

- A documentary in honor of Her Royal Higher Princess Maha Chakri Sirindhorn on the occasion of the Thai Heritage Conservation Day, Year 2023.
- A television documentary in remembrance of His Majesty King Bhumibol Adulyadej on the occasion of his death on October 13, 2023.
- Live broadcast for Princess Mother Srinagarindra Award 2023 Presentation.
- A short documentary on Wat Mahathat Yuwaratrangsarit Rajawaramahavihara.
- A public relation on “Conscience for Love Thailand” project.
- 130 Years: Remembrance of Franco-Siamese Treaty of 1893.
- A documentary in honor of King Taksin Maharaja.

Creation of Social Value

With MCOT Plc.'s intention to inspire creative changes and development in the society through its quality program production and presentation, the Company has introduced projects/activities according to its mission and main duty as a key media to encourage employees, audiences/listeners, project and activity participants to have awareness and to change their perception and behavior that would create the positive impact and sustainability with the communities.

- MCOT Cares & Share

In 2023, MCOT Plc. determined the direction of producing its corporate souvenirs for uses in special occasions and activities, that is, these souvenirs should be able to present the MCOT corporate identities and to return some value to the society while the potential of disadvantaged people in the society could be shown out. MCOT Plc. in collaboration with several government agencies and social enterprises produced such souvenirs for the following events:

1. MCOT souvenir set produced by Art Story Social Enterprise of the Autistic Thai Foundation. The souvenir was the portrait painting drawn by autistic persons.

MCOT Cares



MCOT

2. Souvenirs in MCOT Cares activity produced by Nonthaburi Home for Destitute. These souvenirs were made from Vinyl canvas used for decoration in Nine Entertain Awards 2023 by destitute persons under the supervision of the Ministry of Social Development and Human Security.





เปิดPRE-ORDER สำหรับ **คนรักชโล**

TOTE BAG

สร้างสรรค์จากวัสดุ "อ็อปโซเคิล"
จากงาน **NineEntertain Awards 2023**

ผลิตจาก "ผ้าใบไวนิล"
จากงาน **NineEntertain Awards 2023**

ใบละ **200** บาท

ตัดเย็บโดย พี่มือคนไร้ที่พึ่ง
จาก "สถานคุ้มครองคนไร้ที่พึ่งนบพูนธุ์"

จำนวนจำกัด !!
เพียง 30 ใบเท่านั้น

ลายไม่ซ้ำ

จำนวนจำกัด !!
เพียง 30 ใบเท่านั้น

สแกน QR Code เพื่อ PRE-ORDER

สอบถามรายละเอียดเพิ่มเติมได้ที่
ฝ่ายสื่อสารภาพลักษณ์องค์กร ☎ 6162

วันนี้ - 15 กันยายน 2566



- **Promotion of the human capital potential through MCOT Academy**

By potential and professional experience in mass media of MCOT Plc. that has been Thailand's mass media leader and pioneer, apart from delivering the value to the society through every media channel of MCOT Plc. as a mechanism of implementing milestones of the Thirteenth National Economic and Social Development Plan, especially in Milestone 12: Thailand has a high-capability workforce committed to lifelong learning and responsive to future developments, MCOT Plc. has driven this mechanism through MCOT Academy. MCOT Academy is a business unit which develops and transfers the value of MCOT Plc. gained by experience, expertise, and media professionalism through many activities and transfer of knowledge base to mass media personnel or other interesting persons with awareness that communication was a crucial feature, especially in the rapid changing context.

In 2023, MCOT Academy has driven the training business based on awareness of social responsibility, and partial role of human capital in the country. By taking account of equilibrium between financial value and social value. Learning programs and activities based on the corporate value chain have been developed by analyzing social demands and expectations so that such development of learning programs could successfully respond to the expectations. In the meantime, MCOT Academy could share the corporate value with stakeholders inside and outside the organization until the actions were driven while the value was returned to the society sustainably. MCOT Academy also arranged the programs specially set up for medical personnel because they were deemed a crucial part of the society, and took effect to the development of the



quality of life of people in general. The MedTalks program aimed to upgrade the communication potential in providing the medical services, which was later developed for other target groups. The "Professional MC" program in Thai version and bilingual version was also held to upgrade the communication abilities, to improve personalities of MCs or persons related to the corporate communications. This program not only created value or responded to demands of customers and service receivers, but allowed suppliers and alliances of MCOT Plc. to improve their knowledge and communication skills. The outcome was to upgrade mutual cooperation and value tangibly.


MCOT ACADEMY


MCOT ACADEMY

สำนักพัฒนารัฐกิจ
ส่วนพัฒนาหลักสูตร
และฝึกอบรม

พัฒนาหลักสูตรด้านสื่อสารมวลชนที่มุ่งเน้นการฝึกปฏิบัติ
ในงานด้านต่างๆของวิชาชีพ ทั้งหลักสูตรที่เปิดรับสมัครทั่วไป
และหลักสูตรเฉพาะทางที่นำทักษะด้านสื่อสารมวลชน
ไปประยุกต์ใช้กับงานต่างๆ ตามความต้องการขององค์กร
หน่วยงาน ภาครัฐ และเอกชน



วิทยาการ และหลักสูตร

ผู้เชี่ยวชาญที่มีประสบการณ์ในวิชาชีพสื่อสารมวลชนสาขาต่างๆ ทั้งใน
ระดับประเทศ และระดับนานาชาติ รวมถึงผู้ทรงคุณวุฒิ ด้านงานสื่อสารมวลชน
หลักสูตรของ MCOT ACADEMY มุ่งเน้นการเรียนรู้และการฝึกปฏิบัติจริง
ส่งผลให้ผู้เข้ารับการอบรมสามารถ นำความรู้และเทคนิคต่างๆ ไปประยุกต์
ใช้งานได้จริง และเติบโตในสายวิชาชีพอย่างมีคุณภาพ

หลักสูตร

- หลักสูตร Media Training for Executives
- หลักสูตร ผู้รายงานข่าวและผู้ประกาศข่าวทางโทรทัศน์
- หลักสูตร ผู้ดำเนินรายการและผู้ประกาศข่าวทางโทรทัศน์
- หลักสูตร ผู้ประกาศข่าวและผู้รายงานข่าวภาษาอังกฤษ
- หลักสูตร การให้สัมภาษณ์สื่อมวลชน
- หลักสูตร พิธีกรมืออาชีพ ภาษาไทย / ภาษาอังกฤษ
- หลักสูตร เทคนิคการสื่อสารสำหรับบุคลากรทางการแพทย์
- หลักสูตร การบริหารการสื่อสารในภาวะวิกฤต
- หลักสูตร หลักสูตรผู้ประกาศในกิจการกระจายเสียงและกิจการโทรทัศน์
(สำหรับสอบขึ้นทะเบียน)
- หลักสูตร การประชาสัมพันธ์ยุคใหม่
- หลักสูตร การนำเสนออย่างมืออาชีพ
- หลักสูตร การบริการด้วยใจ
- หลักสูตร การบริหารสถานีวิทยุยุคดิจิทัล



วิทยาการ

มากประสบการณ์

ด้านสื่อสารมวลชน



เชี่ยวชาญ

ด้านฝึกอบรม
อย่างมืออาชีพ



หน่วยงานที่ผ่านการอบรมกับ MCOT ACADEMY



MCOT ACADEMY บริษัท อสมท จำกัด(มหาชน)
63/1 ถนนพระราม9 แขวงห้วยขวาง เขตห้วยขวาง กทม.10310

โทร. 02-201-6036

Email: Academy.mcot9@gmail.com

Facebook : MCOTAcademy

2. Employees and workers

MCOT Plc. realizes the importance of human resource, which is the key factor that will lead the organization to achieving goals. It, therefore, has in place the human resource management and development system that supports its people development and enables the organization to operate its business with efficiency amidst the high competition today and in the future. The Company also develops employees' competency to enhance corporate competitive advantages in terms of creativity and digital business. The corporate value MCOT + S has also been communicated throughout the entire organization to create strong corporate culture.

- **Employment and labor relations**

MCOT Plc. strictly complies with human right principles, from recruitment to employment of its employees. The Company promotes employees'

relationship and corporate bonding by surveying the level of their relationship with the Company through various surveys. The results of the survey were submitted to senior executives in order to formulate relevant policy. MCOT Plc. also provides full freedom to its employees to create group to negotiate with the Company. Employees can assign their representatives to negotiate at the monthly corporate affairs meeting while labor union represents employees at other negotiations.

1) Number of MCOT employees

As of December 31, 2023, MCOT had a total of 905 employees. Key structure is as follows:

Employees classified by gender

Male : 526 representing

58.12%



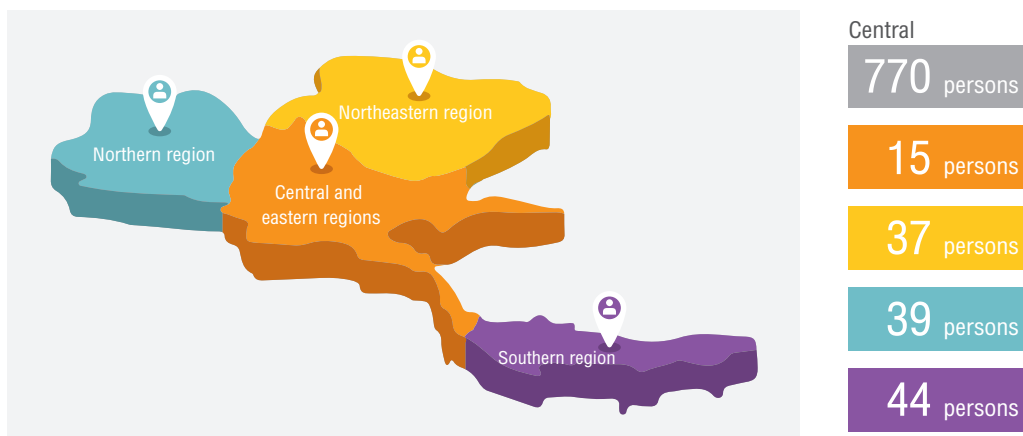
Female : 379 representing

41.88%



Employees classified by operating areas

(central and region)



Employee classified by employment contract:



Employee
902 persons



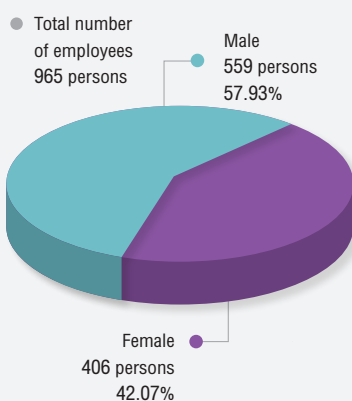
Contractual staff
195 persons



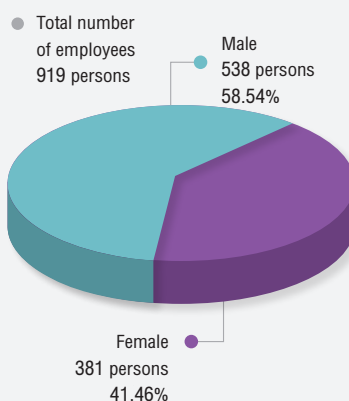
Employees with disability
3 persons

Number of employees classified by gender

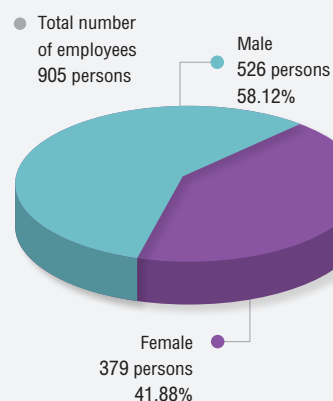
Year 2021



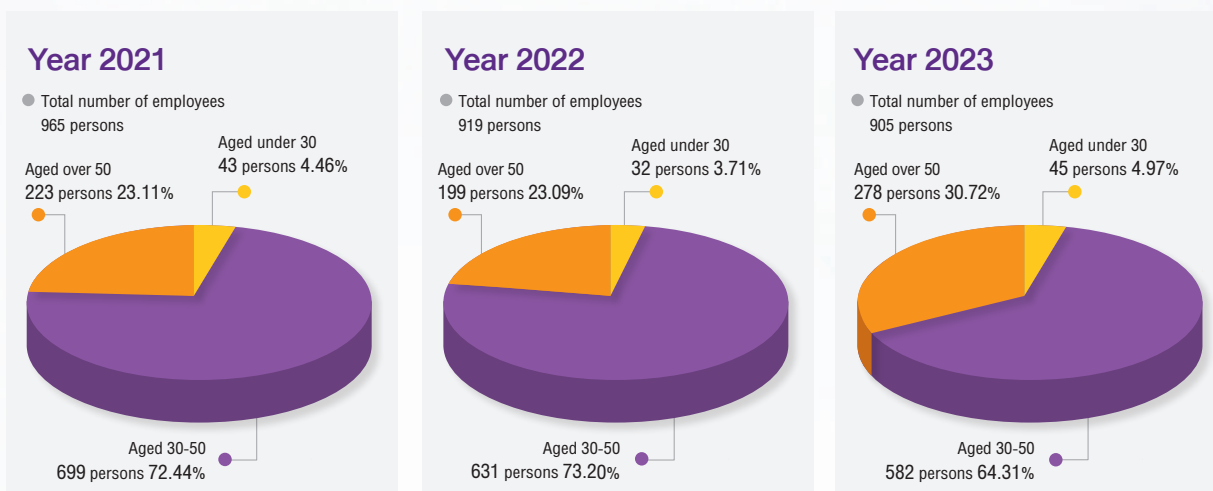
Year 2022



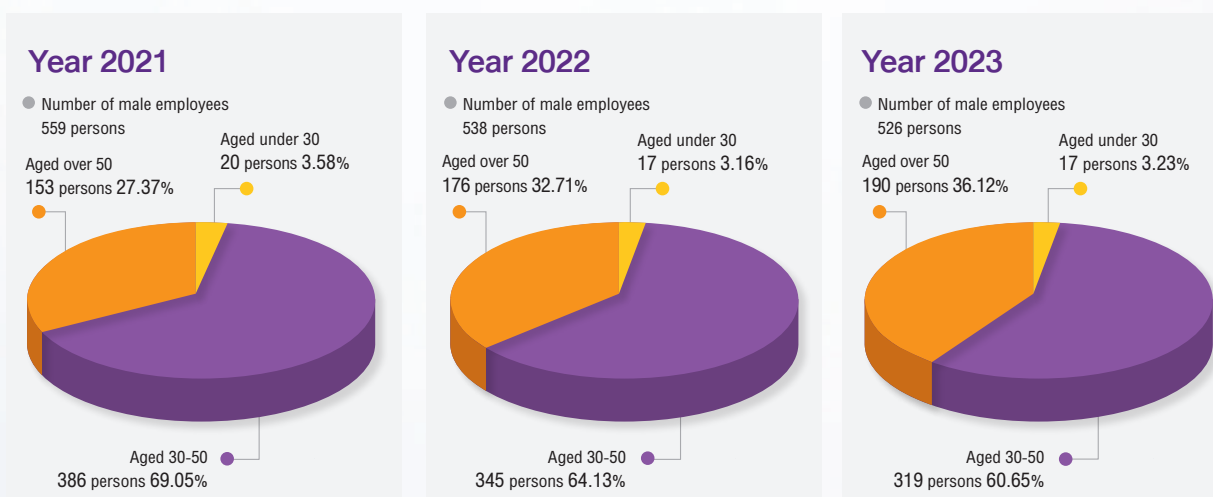
Year 2023



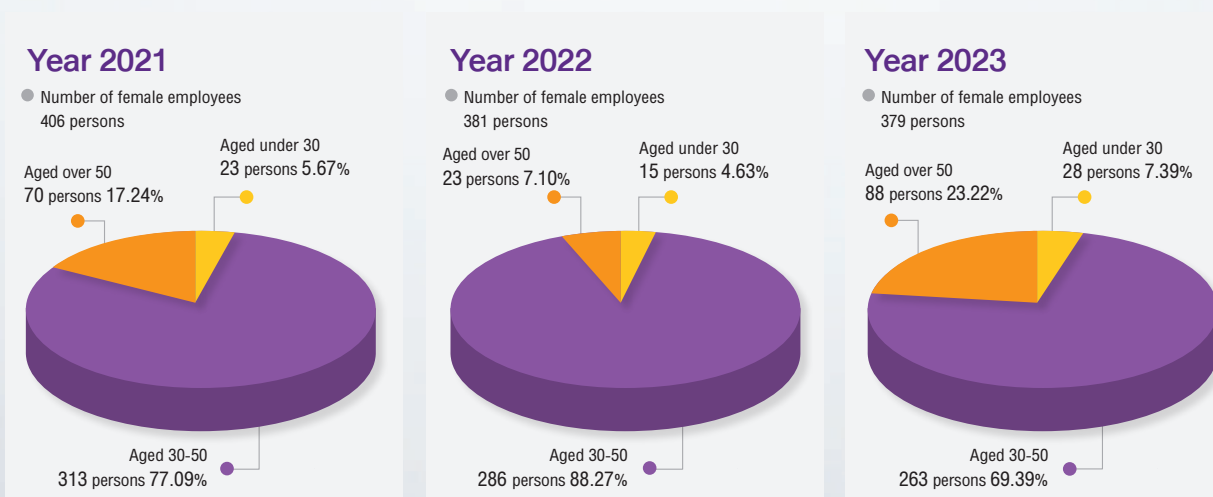
Number of employees classified by age



Number of male employees classified by age



Number of female employees classified by age



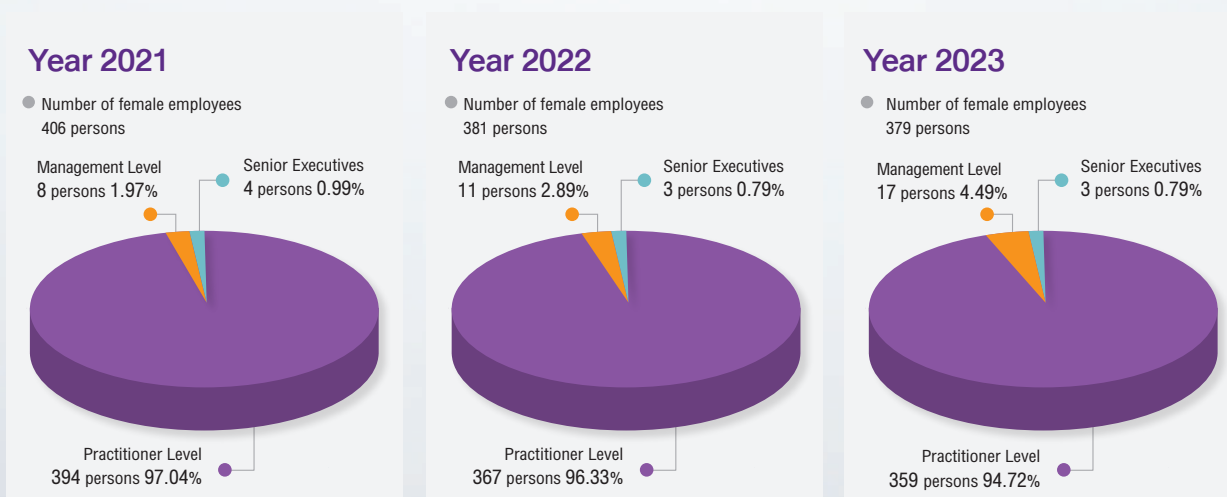
Number of employees classified by title



Number of male employees classified by title

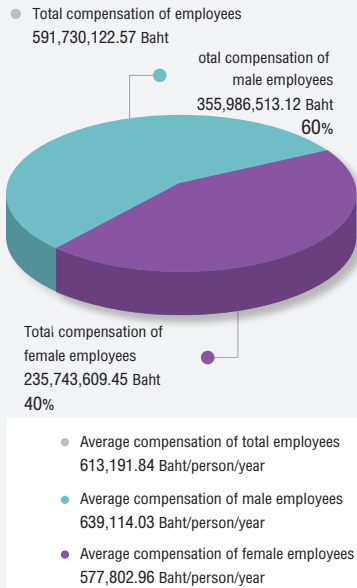


Number of female employees classified by title

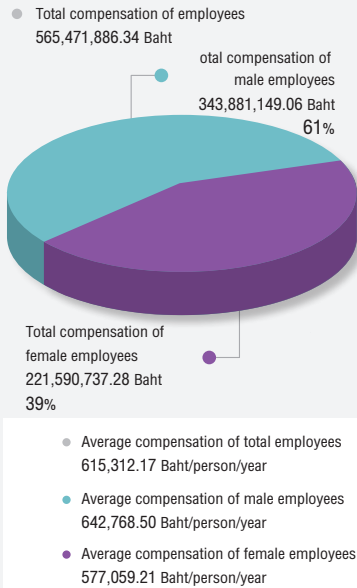


Compensation of employees

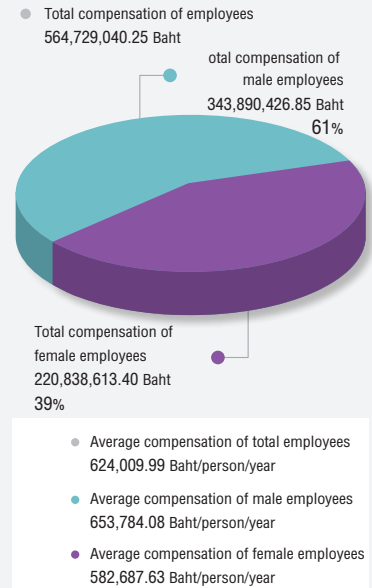
Year 2021



Year 2022



Year 2023



- **Personnel development**

MCOT Plc. defines the concept and mission in the human resource management as **“Development of the organization and personnel by technology and innovation”** Therefore, the human resource development plan is formulated to fit specific needs of each of the five functions, both at executive and operation levels, to retain and develop the personnel according to specific needs of each function. In preparing the annual human resource development plan, the Company analyzes and considers corporate vision, mission, values, strategic plan, annual operation plan, and personnel data; and work with the head of each function to define the required knowledge and skills. Such information is used to draw the guideline for annual human resource development plan that enables MCOT Plc.’s employees to be

ready for the rapid changes and to have the required knowledge and capability to perform their duty, to have career progress and to have MCOT competency. To achieve personnel development goals, MCOT has adopted various tools and methods, both training and non-training. Trainings and development programs introduced cover the following areas:

- 1) Managerial Competency
- 2) Core Competency
- 3) Functional Competency
- 4) Core Values: MCOT+S
- 5) E-learning

In 2023, MCOT Plc. held 214 training courses for executives and employees, or an average of 13.97 hours/person/year. Non-training learning course were also promoted for 99 courses, representing 46.26 percent of the total courses.

Employee training hours

Details	Unit	Year		
		2021	2022	2023
Average training hours of employees	Hour/ person/year	41.85	41.01	13.97
Cost of employee training and development	Baht	2,672,450.65	1,409,776.98	1,458,234.17

MCOT Plc. emphasizes on educating its employees of important legal knowledge, and has a clear plant to supervise, and monitor criteria, regulations and laws related to the operations of its business. The Company has identified issues caused by external factors and internal factors as follows:

- 1) Legal provisions taking effect to the performance of MCOT Plc.’s employees or the corporate operations
- 2) Litigation problems arising from the performance of duties of employees or from business operations

- 3) Prevention of problems possibly arising from performance of duties of employees

MCOT Plc. has prepared the process to educate employees by disseminating analyzed information to employees in different format depending on type of the information, such as sending email to all employees to ensure all receive the information, disseminating specific information to specific persons directly involved, or organizing trainings to present legal knowledge to employees.

- **Career advancement**

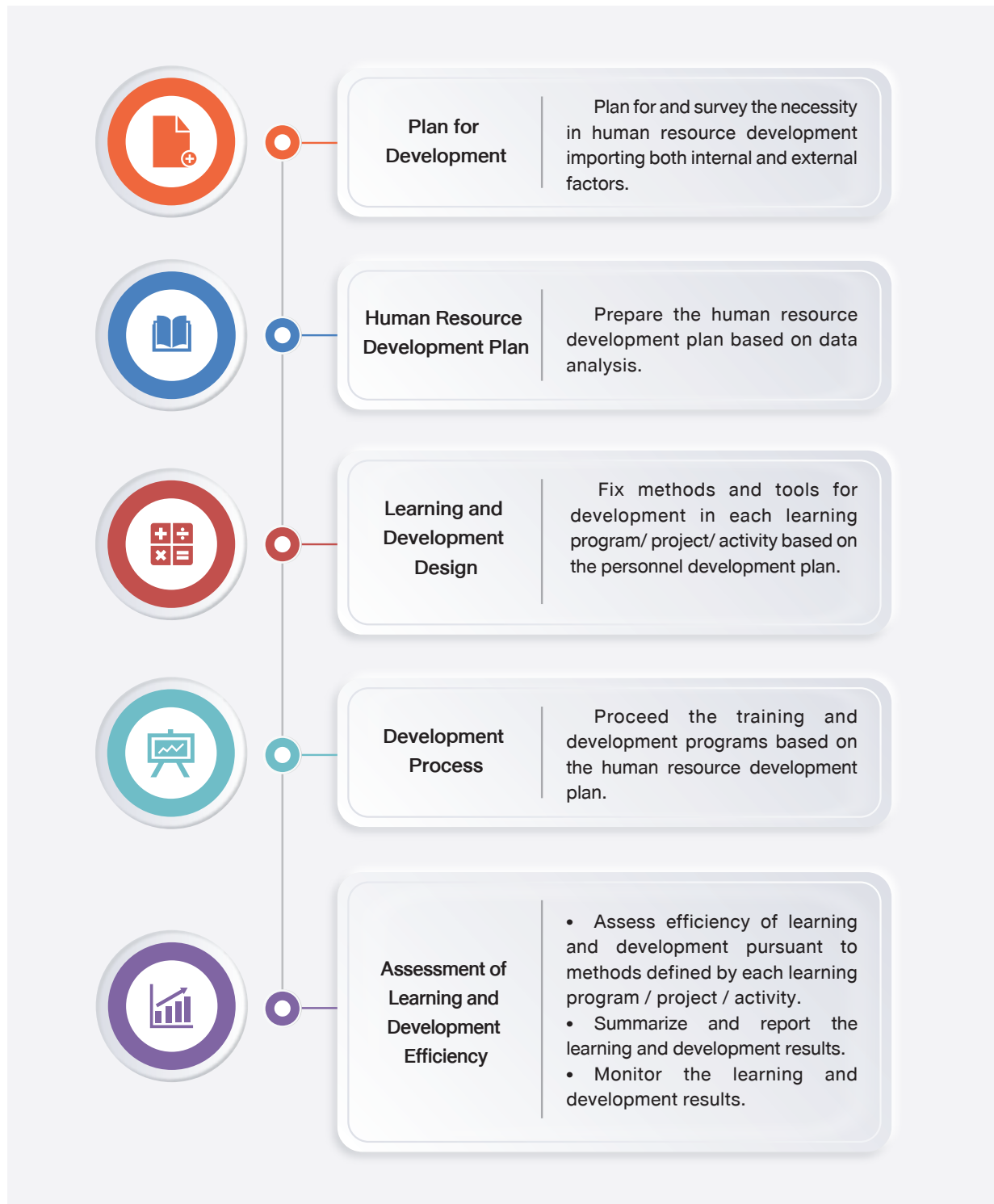
The Human Resource Department has prepared career path for all employees to be used as a guideline to promote employees' career advancement within the organization. Information about corporate structure and current position are used to analyze functions and prepare work family before designing appropriate function format. With such guideline, employees clearly understand their career path and can draw a career development plan, which also supports effective capability and competency assessment. Individual development plan will be prepared to improve employee's skills, knowledge and capability within the desired direction. MCOT also provides opportunity for employees, who can improve their skills and knowledge to match the qualifications required for their jobs, to make good career advancement, which is an effective inspiration. The Company also provides another format of career advancement which is the position of a specialist and specialist that equals to department manager, and department director. By adding this specialist position, employees with specialized skills and knowledge will be able to grow professionally in their career.

- **Succession and development of talent employees**

MCOT Plc. has taken actions to ensure that its recruitment system would enable the Company to find the right successor with right knowledge and capability for all key senior positions appropriately. The Company supports the preparation of succession/replacement plan for Senior Vice President level and up to have the Management's Pool, provides training for executives from department manager level up to create the strong Talent Pool who will become the new generation executives of MCOT Plc. The Company's actions included:

- 1) Preparing the succession plan of MCOT Plc. as the strategy of human resource management and development which aims to prepare the personnel to be selected as successors in key positions of the Company.
- 2) Considering positions requiring the personnel replacement upon retirement by selecting the talent employees from the Successors' Pool.
- 3) Preparing the Company's executives at the division manager and up to engage knowledge, ability, new vision, and management skills so that they are ready to replace the retired executives. This preparation would focus on leadership and business skills that are consistent with the managerial competency.
- 4) Retaining the talent employees with the organization through the High Potential Management Program to develop these talent personnel to have knowledge, abilities, modern vision, and management competency until they can perform work efficiently under the severe competition in the mass media industry. These talent employees would be prepared to be new-gen executives who drive the organization to meet the corporate goals. The talent development model is designed in the combination of classroom training and non-classroom training, divided into 2 main parts, that is, group training and development, and individual development plan (IDP) to gain various working experience. Under this project, these talent employees are also managed, motivated, and retained by both financial and non-financial returns.

For learning and development of MCOT Plc., all related internal and external factors are used to analyze the necessity of training, and to prepare the annual human resource development plan to upgrade the personnel competency in terms of knowledge, skills, and attitude by shaping their upskill, reskill, and new skill. The assessment guideline to measure efficiency of the learning and development system is also laid down for further making decision on revising the human resource development plan, and on measuring the Company's work efficiency in human resource development. The learning and development process is run as shown below.



- **Employee relationship promotion**

“HR MCOT CARE & SHARE”

MCOT Plc. realizes that employees are one factor driving the organization to meet achievements. It, therefore, gives precedence to create happiness, safety, and quality of life of all employees, which are crucial fundamental rights. This is to ensure that the Company strictly complies with international standards on safety, occupational health, and work environment, as well as other risk prevention measures on accidents, injuries, and illness from working while the workplace is well arranged for good physical and mental health of all employees.

Opinions in each aspect	Mean	Level
1. Work satisfaction	3.45	High
Nature of work	3.77	High
Pay	3.49	High
Promotion	3.30	Fair
Supervision	3.24	Fair
Co-worker	3.44	High
2. Work environment	3.52	High
3. Opportunities in competency improvement	3.69	High
4. Attachment to the organization	3.81	High
Affective	4.03	High
Continuance	3.67	High
Normative	3.66	High

In general, the employees felt attached to the organization at the high level (3.81). This means that affection of employees to the organization which tied them to work for the organization was at the high level. When considering all 3 elements of attachment to the organization, they all stayed at the high level. “Affective” is an emotion of employees who want to be united to and involved with the organization, as well as their need to be the members of the organization at the high level (4.03). Regarding “Normative”, it is a kind of attachment deriving from duties, responsibility, and obligations rooted for long that they work for the organization to return the favor (3.66). For “Continuance”, it is a kind of attachment deriving from the compensation payment in exchange with staying in the organization (3.67). In 2023, the turnover rate accounted for 7.74%.

Strengthening relationships and engagement with employees

Details	Unit	Year		
		2021	2022	2023
Number of employees resigning voluntarily	person	373	54	58
Percentage of total employees resigning voluntarily per total employees in the Company	%	38.66	5.88	6.41
Number of male employees resigning voluntarily	person	231	28	20
Percentage of male employees resigning voluntarily	%	61.93	51.86	34.49
Number of female employees resigning voluntarily	person	142	26	38
Percentage of female employees resigning voluntarily	%	38.07	48.15	65.52
Labor disputes significantly to the business	Yes/No	No	No	No

Welfare and privileges of employees

1. Provident Fund

MCOT Plc. established the Provident Fund for money saving. The employees of MCOT Plc. shall make contributions in each month voluntarily, and MCOT Plc. also contributes to the Fund as required by the Fund's criteria. This is to encourage the employees to have money saving, and to have some security for family members to any employees of MCOT Plc. who pass away or resign from it.

Provident fund members

Details	Unit	Year		
		2021	2022	2023
Total employees who were members of the Provident Fund	person	751	708	665
Percentage of employees who were members of the Provident Fund per the total employees	%	77.82	77.04	73.48
Company's contributions to the Provident Fund	Baht	30,668,314.41	28,388,655.61	28,689,935.22
Percentage of the Company's contributions to the Provident Fund per the total compensation of all employees	%	5.18	5.02	5.08

2. Health and life insurance

Every officer and employee of MCOT Plc. always obtain health care and protection by means of health insurance, which cover medical benefits in case of in-patient, out-patient, and death.

3. Employee welfare benefits

MCOT Plc. cares for all employees like family members. It, therefore, offers some employee welfare benefits, e.g. welfare in case of disaster, child benefit, etc.

4. Saving Cooperative of MCOT Plc.

MCOT Plc. encourages the employees to be members of the Saving Cooperative of MCOT Plc. to promote their money saving, and to provide the financing service for the employees' capital in earning a living.

5. Housing loan with banks

MCOT Plc. in collaboration with several leading financial institutions, e.g. Krung Thai Bank, TTB, Government Savings Bank, Islamic Bank of Thailand, Government Housing Bank, etc. provide the housing loans for MCOT's employees who want to buy houses. The MCOT's employees would obtain the special interest rate and loan amount.

Family policy

MCOT Plc. values the balance of work life and family that is important to inspire and affect the work efficiency of each employee. In this regard, the supporting guideline and welfare are provided as described below:

- 1) Maternity leave policy – Female employees can take maternity leave with pay not more than 90 days while male employees are entitled to take leave for child care for 15 days.
- 2) Child support grant and child education fees
- 3) Funeral benefits upon death of the lawful father, mother, husband, wife, or child of any employee of MCOT Plc.



Promotion of balance between work life and private life

MCOT Plc. pleasantly promotes the work environment by focusing on well-being of physical body and mind of all employees. From realizing the importance of balance of work life and private life, MCOT Plc. values the harmonious integration of life and working by establishing “Employee Clubs” At present, MCOT Plc. has 8 clubs to support the employees’ different interest such as football, badminton, shooting, bicycle, golf, elderly.



MCOT Plc. also arranges several activities to promote the employee relationship. For example, “MCOT Fun Fair” project was initiated to help MCOT employees gain more revenues from selling the consumption goods to other employees at special prices. The second-hand goods were also sold to reduce the waste. This project was willingly cooperated by the Company’s employees and departments. This helps tighten the personnel relationship, and create good working environment in accordance with the established objective.

Occupational safety and health and environment

MCOT Plc. gives precedence to the management of environment and office buildings in accordance with law on building control, law on environment, law on occupational safety and health and environment, and other related laws and requirements. The Occupational Safety and Health and Environment Committee arranges the meeting on the monthly basis to gather any problems relating to the occupational safety and health and environment before launching the preventive measures, and solving those problems and assigning any responsible departments to take actions. The Occupational Safety and Health and Environment Committee also prepares and proposes the operating report based on the plan to the President for acknowledgement. In addition, the Committee focuses on the development of personnel relating to the occupational safety and health and environment.

1) Safety

MCOT Plc. prepares the annual safety action plan to control and care for safety in the workplace. The policy, measures, rules and regulations, and related laws are reviewed on the yearly basis. The training and development program is also regularly held for all personnel and persons related to safety in every department, e.g. training program for the Occupational Safety and Health and Environment Committee, and training program for safety officers in the management level, safety officers in the supervisory level, and safety officers in the technique level.



From defining the standards for safety management and implementation, the Committee has perfectly followed them by checking the occupational safety, health and environment to indicate possible danger, and to prepare preventive measures. The yearly firefighting and evacuation fire drill training was held on December, 2023 to make the employees have good understanding in firefighting and evacuation fire drill together with knowledge about Cardiopulmonary Resuscitation (CPR).

2) Security

MCOT Plc. provides both security and safety by setting up the security system and installing the close circuit cameras at every risk point and entrance and exit to ensure the employees' physical and asset safety.

3) Healthy

- To promote the employees' health by providing the medical service in the workplace, and giving advice on health.

- To provide the good physical check-up to the employees, and health check-up privileges in a special price to their families. In 2023, MCOT Plc. offered more privileges by making the group health insurance which expands the coverage to medical expenses in relation to mental health for 10 times/year.

4) Environmental

The Occupational Safety and Health and Environment Committee inspects the facilities system in the office regularly to ensure safety, efficiency, and compliance with requirements of office areas of MCOT Plc., and to create the sanitary and efficient workplace. Such inspection covers many office areas such as electricity system, water system, air-conditioner, sanitary, fire prevention, and other engineering system. From the survey for satisfaction in work environment in 2023, the result was at the high level (mean = 3.52).

Occupational safety, health and environment

Details	Unit	Year		
		2021	2022	2023
Number of working hours of all employees	hour	1,680	1,680	1,680
Number of employees' lost time injury or accident	time	0	0	0
Number of employees with injuries from working and leave for 1 day and up	person	0	0	0
Percentage of employees with injuries from working and leave for 1 day and up	%	0	0	0
Number of employees passing away from working	person	0	0	0
Percentage of employees passing away from working	%	0	0	0

3. Customers

MCOT Plc. aims to present the marketing and product information accurately and usefully for audiences/listeners, customers, and advertising purchasers, that is, the contents must be based on reliable facts with precise reference sources or such information arouses the good attitude, culture and tradition of the society. The Company's pricing must be fair, not take advantage of purchasers. The information about products and services is complete for the best benefits of the purchasers.

- Responsible marketing

MCOT Plc. shows its responsibility in its preventive content management by predicting the public concerns about its products, services, and operations, either present or future, as the proactive preparation for such issues. Laws, rules and regulations, and other related obligations pertaining to the business operation as specified in the context and operating guideline, which focus on the constructive presentation of news, contents, and entertainment shall be used in considering the production of products under the following processes:

- 1) Pre-broadcast process, e.g., receipt of lawful copyright, and rights in advertising products in accordance with related laws, inspection of program quality, consideration of appropriateness to audiences, etc.
- 2) During-broadcast process, e.g., content monitoring by program producer and director, use of feedback sent by audiences/listeners, etc. This process conforms to the internal control and management, which must be consistent with the risk management in line with COSO ERM. MCOT Plc. also places the risk management mechanism and measures under the intranet system of the Legal Office in order that the legal impact relating to the regulatory agencies are monitored and analyzed more strictly and adequately. The related persons shall be also communicated universally so that they can handle any potential changes in time. This shall prevent the Company's products from taking

negative impact to the society, and it shall be relevant to the consumer protection guideline imposed by the NBTC.

- 3) Post-broadcast process – MCOT Plc. shows its responsibility in proactive solutions, e.g., Voice of the Customer – VOC via <http://voc.mcot.net> where all comments and complaints from all available channels shall be compiled, e.g., website, e-mail, petition, and telephone, etc. These channels allow the personnel, audiences, listeners, customers, and senders to inform of the presented products or services or internal management which may take the adverse effect to the society, together with any misconduct or violation of laws, rules, and obligations, either confidential or not. In this regard, the Corporate Communication Department shall be the center of receiving the petition from stakeholders, either inside or outside; of screening such petitions before submitting them to any related departments for consideration and improvement within the determined period; of informing the petitioners of their petition outcome to settle them eventually; and of preparing the summary report to be proposed to the Management and the Board of Directors of MCOT Plc. for acknowledge on the quarterly basis. The outcome of petition handling by 9 MCOT HD must be also reported to the Office of the National Broadcasting and Telecommunications Commission (NBTC) on every 6 months.

Further, MCOT Plc. receives the real-time recommendations from audiences and listeners via every online channel. The Company always coordinates with the Marketing Office and Sales Office to survey satisfaction and demand of the advertising agencies/customers. The survey results would be used to improve the program quality. Moreover, the program rating is regularly analyzed to improve the program contents to meet the demand/satisfaction of audiences and listeners.

4. MANAGEMENT'S DISCUSSION AND ANALYSIS (MD&A)

On February 19, 2024, the Board of Directors of MCOT Public Company Limited, at the Meeting No. 2/2024, resolves to approve the Financial Statements the year ended December 31, 2023, which are reviewed by EY Company Limited and the Audit Committee of MCOT, the details of which are as follows:

Management's Discussion and Analysis (MD&A) on the Company's operating results for the year ended December 31, 2023, shows profit of 587 million Baht, which rises 1,532% compared to the same period of 2022, due to profit from revised fair value of investment property tax of 856 million Baht and operating loss of 269 million Baht. Revenue from TV and radio drops 11% and 3% respectively. Also, revenue from BNO drops 6%. Revenue from digital and new business drops 16%. Increase in amortization of radio frequency license fee, cost of losing legal cases, loss from impairment of assets, increased financial cost from increased interest, cause total expenses to increase 8%, compared to the same period of 2022.

As a result of profit from revised fair value of investment property tax, the Company's operating result increases from the same period of last year. Explanation of such change, detailed operations and ways to improve competitiveness from the Management are as follows:

Operating Results of MCOT Plc. and Subsidiaries

Unit : Million Baht

	2023	2022	% (YoY)
Total Revenue	2,381	1,407	69
Television	369	414	(11)
Radio	350	361	(3)
Broadcast Network Operator (BNO) + C-Band	468	496	(6)
Digital and new business	97	115	(16)
Others	27	21	29
Profit from revised fair value of investment property	1,070	-	
Total Expense	1,536	1,419	8
Financial income	2	1	100
Financial cost	(46)	(30)	53
Income tax expenses	(214)	-	
Profit (loss) for the period	587	(41)	1,532
Profit (loss) attributable to Shareholders	587	(38)	1,645
Profit (loss) attributable to non-controlling interests	(0.2)	(2.5)	(93)
Earning (loss) Basic attributable to Shareholders	0.86	(0.06)	1,533

Significant Remarks in Operating Results

1. Revenue from TV and radio drops due to severe competition and behavioral changes of consumer. Revenue from BNO which exceeds that from TV and radio continuously drops following the NBTC's policy in reducing digital TV network fee for digital TV operators. MCOT Plc. plans to put more focus on digital and new business to compensate increasing revenue from TV and radio.

2. Service costs increase due to amortization of radio frequency fee to operate radio frequencies for a period of 7 years effective April 4, 2022, increased cost from losing legal cases and loss from impairment of assets. Moreover, interest rate for loan on radio frequency auction increases.

3. Profit from revised fair value of investment property is 1,070 million Baht. Tax expenses of 214 million Baht are recorded in accordance with the accounting standard. As a result, profit from revised fair value from the net tax is 856 million Bath.

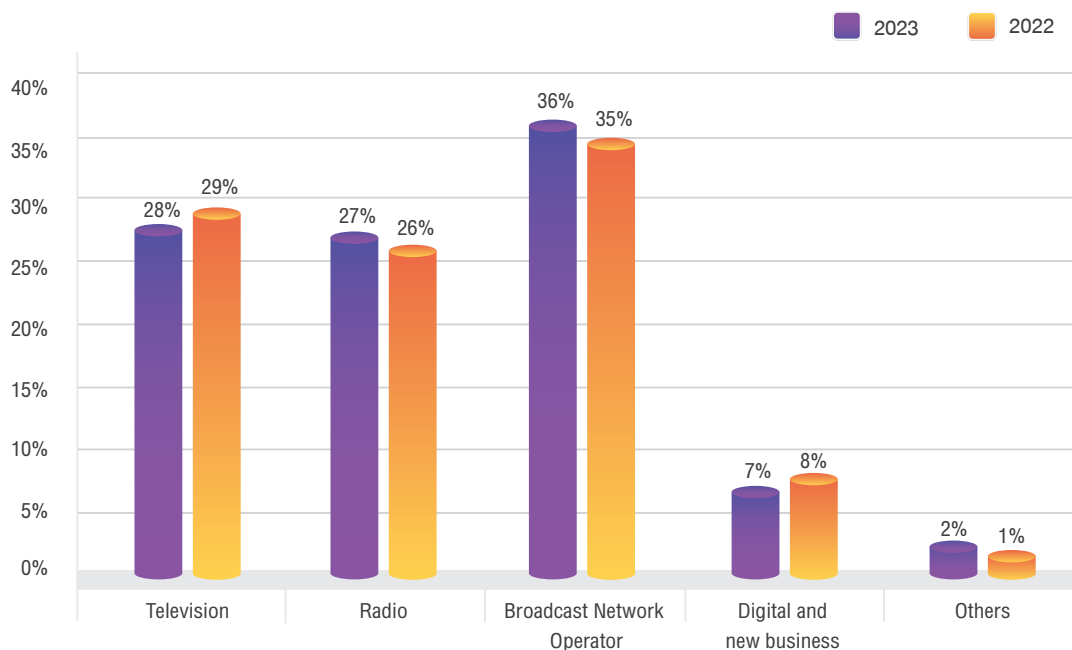
Total Revenue

In 2023, MCOT Plc.'s total revenue is 2,381 million Baht, a 69% increase, compared to the same period of last year, comprising profit from revised fair value of investment property of 1,070 million Baht and operating revenue of 1,311 million Baht. Revenue structure is as follows:

• Broadcast Network Operator and MCOT satellite network	36%
• TV	28%
• Radio	27%
• Digital and new business	7%
• Others	2%

Remarks : Calculation of revenue proportion does not include Profit from revised fair value of investment property

Revenue structure in comparison between 2023 and 2022



Details of revenue from each business in 2023 are as follows:

- TV revenue of 369 million Baht drops 11%, compared to the same period of last year, due to drop in advertising revenue.
- Radio revenue of 350 million Baht drops 3%, compared to the same period of last year, due to intense competition with other platform operators and lower advertising rate offered by competitors (who do not have to pay for license fee, therefore, are able to set lower rate for clients).
- BNO revenue of 468 million Baht drops 6%, compared to the same period of last year due to the NBTC's scheme in reducing digital broadcast network license fee.
- Revenue from digital and new business of 97 million Baht decreases 16%, compared to the same period of last year, due to drop in revenue from broadcast license and studio rental.

Total Expenses

In 2023, total expenses are 1,536 million Baht, an 8% increase, compared to the same period of last year, partly due to increased amortization of radio FM frequency license fee of 19 million Baht (for period from April 4, 2022 – April 3, 2029), loss from losing legal cases of 50 million Baht and loss from impairment of assets of 35 million Baht.

The structure of expenses is as follows:

- Cost of services 64%
- Servicing expenses 6%
- Administrative cost 27%
- Loss from impairment of assets 3%

Net Profit

The Company's operating results in 2023 shows profit of 587 million Baht. The profit is a result of revised fair value of investment property from tax of 856 million Baht, which is a non-monetary item from actual operations. On the other hand, the Company's experiences loss in operating results of 269 million Baht.

Assets, Liabilities and Shareholder's Equity

Unit : Million Baht (Reviewed)

	December 31, 2023	December 31, 2022
Asset	10,872	10,092
Liabilities	3,507	3,316
Shareholder's equity	7,365	6,776

As of December 31, 2023, the Company has total assets of 10,872 million Baht, which increase 31% from December 31, 2022, due to increase in investment property, consisting of land and premises. The Company's investment property is presented with fair value evaluated by an independent evaluator using market approach for land and depreciated replacement cost approach for premises.

Total liabilities are 3,507 million Baht, partly due to deferred tax liabilities which increases from profit from revised fair value of investment property and estimated non-current liabilities from pending lawsuits. Shareholder's equity is 7,365 million Baht.

MCOT Plc. has cash/cash equivalent and short-term investment totaling 279 million Baht. The Company also possesses land assets as shown in Statement of Financial Position (property for investment) valued at 9,182 million Baht (3 plots of land with total area of 149 rais). This reflects the Company's financial and liquidity remains strong.

5. GENERAL INFORMATION AND OTHERS

5.1 Other significant information

The juristic persons in which the Company held shares : details pursuant to Section 1.3 Shareholding Structure of the Group of Companies.

5.2 Legal disputes

MCOT Plc. had the cases and disputes that have not yet been resolved, and may give the material effect to its operation as of December 31, 2023 as described below.

1. International Engineering Public Company Limited (IEC)

As of April 22, 2016, International Engineering Public Company Limited (IEC) instituted the civil case against MCOT Plc. for an offence of the contractual breach (business contract relating to the television business in the DVB-T/H system on UHF frequency, Channel 58), and claimed for damage amounting to Baht 244.77 million with interest of 7.5% per annum. On December 20, 2023, the Administrative Court gave a decision ordering MCOT Plc. to pay for the damage in the amount of Baht 31.05 million from the principal amounting to Baht 30.24 million with interest of 7.5% per annum, and to pay for the fee of issuance the Letter of Guarantee amounting to Baht 0.22 million per annum from the date of prosecution to the date of complete payment as of December 31, 2023. In this regard, provision has been already made from such prosecution in the Company's financial statements.

Up to now, MCOT Plc. has already filed an appeal to the Supreme Administrative Court.

2. Playwork Company Limited

On September 11, 2020, Playwork Company Limited filed a lawsuit against MCOT Plc. as Prosecuted Person 3 with the Central Administrative Court in an offence that the Office of the National Broadcasting and Telecommunications Commission as Prosecuted Person 1, the National Broadcasting and Telecommunications Commission as Prosecuted Person 2, and MCOT Plc. as Prosecuted Person 3 revoked the order, and claimed for the damage or the compensation payment in case of returning 2500 - 2690 MHz band. The Plaintiff demanded all 3 prosecuted persons to jointly or pay on behalf in the amount of Baht 17,543.96 million.

MCOT Plc. requested the Office of the Attorney General to plead and defend this case, and to submit the statement of defence to the Central Administrative Court. On July 16, 2021, the public prosecutor, Special Prosecutor for Administrative Litigation 2, submitted the statement of defence to the Central Administrative Court.

Up to now, this case has been on trial proceedings of the Central Administrative Court at the stage of acquiring some additional facts.

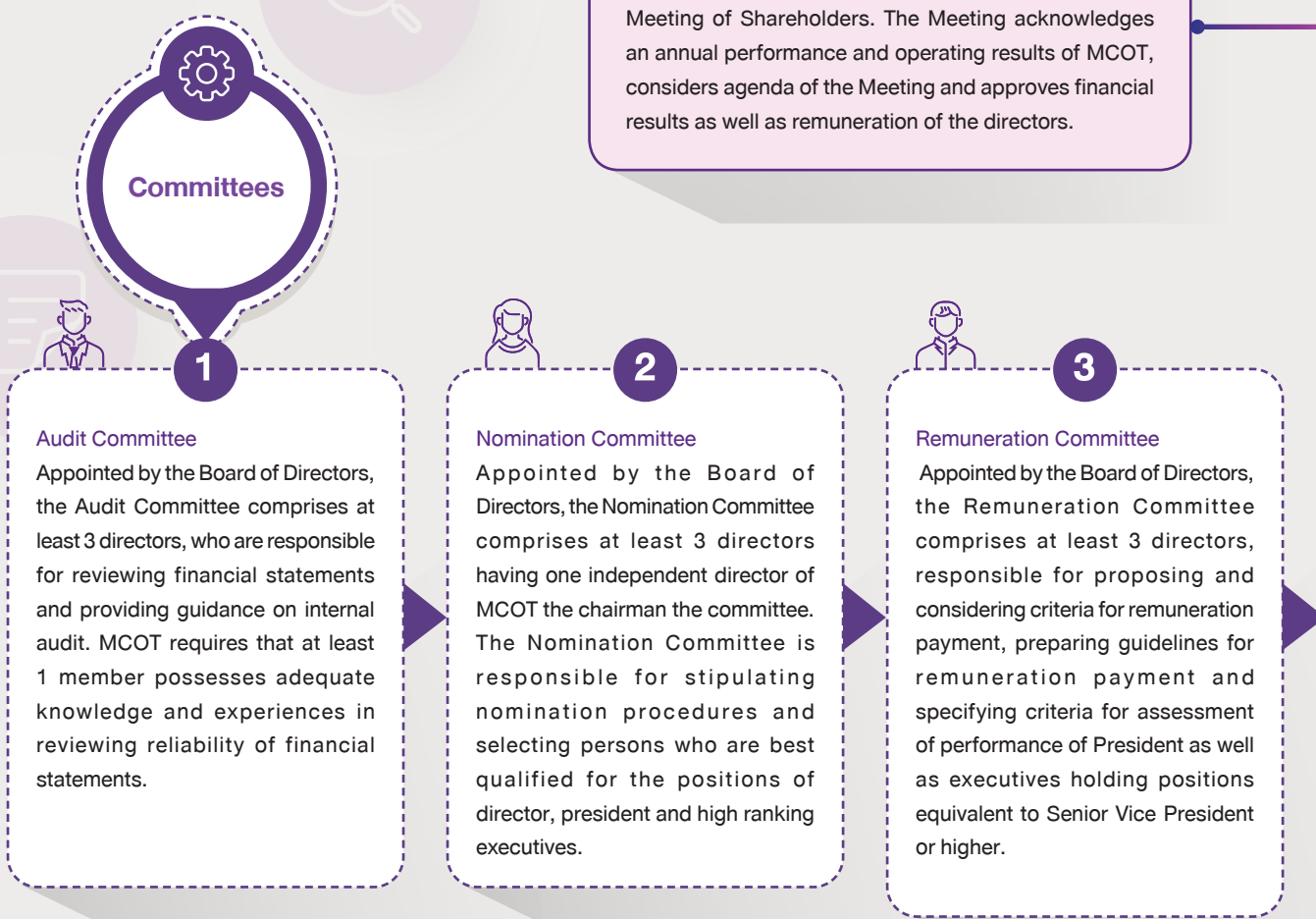
On September 14, 2020, MCOT Plc. exercised the rights to legal proceeding to file a lawsuit with the Central Administrative Court against the National Broadcasting and Telecommunications Commission as Prosecuted Person 1, the Office of the National Broadcasting and Telecommunications Commission as Prosecuted Person 2, and the Secretary-General of the National Broadcasting and Telecommunications Commission as Prosecuted Person 3 on the issue of compensation payment for the returned spectrum.

Up to now, this case has been on trial proceedings of the Central Administrative Court at the stage of acquiring some additional facts.

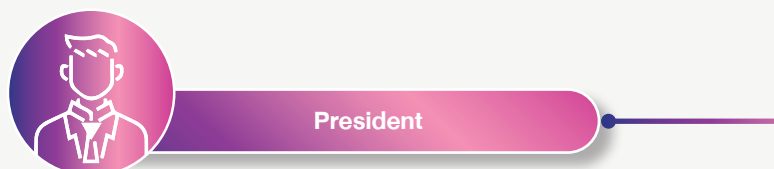


Management Structure

According to the Company's vision "**Sensibly Enable an Equal Access to Creative, Impartial and Timely Content to Audiences**", the Board of Director of MCOT has set both short-term and long-term strategic plans to ensure an appropriate direction of the Company.



Having freedom to express opinions, independent directors are responsible for the Company's management to protect interests of the shareholders and stakeholders, both of which are equally treated. Required qualifications of the independent directors exceed the minimum requirements specified by the Securities Exchange and Commission of Thailand and the Stock Exchange of Thailand. As of December 31, 2023 the number of independent directors is 5.



The President is a person who possesses qualifications as specified in Standard Qualifications of State Enterprise Directors and Officials Act B.E. 2518 and Amendment. Being appointed and supervised by the Board of Directors, the President has duties to manage the Company's operations in accordance with the corporate objectives, policies and strategies set by the Board of Directors. The President also reports to the Board of Directors with transparency.



The Board of Directors

The Board of Directors comprises 13 directors who are responsible for creating satisfactory and added values for the shareholders in order to achieve growth and sustainability. In addition, the directors have duties to ensure that the Company operates business and operations in accordance with laws, regulations, rules, ethics and resolutions passed at the Annual General Meeting of Shareholders, while taking into account the interests of all related stakeholders.



Chairman

The Board of Directors selects 1 independent director to be the Chairman. The duties of the Chairman are to support and promote performance with transparency of the Directors at highest extend of responsibility assigned and ensure effective performance of the directors in achieving the corporate objectives.

Appointed



4

Risk Management Committee

Appointed by the Board of Directors, the Risk Management Committee comprises at least 3 directors, responsible for stipulating the Company's risk management policies, plans and process.



5

Corporate Governance and Sustainability Committee

Appointed by the Board of Directors, the Corporate Governance Committee comprises at least 3 directors, responsible for proposing corporate governance practices and advices to the Board of Directors and ensuring effectiveness of CG management and operations of the Company.



6

Executive Committee

Executive Committee is appointed by the Board of Directors. At least 3 Directors (who are not members of the Audit Committee) are entitled to appoint the Executive Committee. The Chairman of the Executive Committee must be Director.



Management

As assigned by the President, the management is responsible for managing the Company's operations in accordance with the policies to achieve the Company's goal.



Company Secretary

The Company Secretary is appointed by the Board of Directors, responsible for performing secretarial tasks, in accordance with the Securities and Stock Exchange Act B.E. 2535 and as stipulated by the Capital Market Supervisory Board.



SECTION 2

CORPORATE GOVERNANCE



6. CORPORATE GOVERNANCE POLICY

6.1 Corporate Governance Policy and Practice Guideline

MCOT Plc.'s Board of Directors and executives have adopted the good corporate governance principle and good management practice issued by the Stocks Exchange of Thailand (SET), the Securities and Exchange Commission (SEC) and the State Enterprise Policy Office (SEPO), and the Organization for Economic Co-operation and Development Principles of Corporate Governance. Based on these principles, MCOT Plc.'s corporate governance policy has been formulated and implemented to promote transparency, efficiency and responsibility towards all stakeholders. MCOT Plc. also ensured its employees at all levels are positive in embracing the good corporate governance principles in designing business strategies and plans to enhance operational efficiency and effectiveness, which will support sustainable growth and add long-term value to investors. MCOT Plc. has published the corporate governance policy, regulations on moral and ethics, and the MCOT Plc. Code of Conduct within the organization and on the Company's website at www.mcot.net/ir for interested persons to study. The Company's corporate governance policy has been reviewed and improved in conformity with the principles of good corporate governance for listed companies, B.E. 2555 (2012) defined by the Stock Exchange of Thailand, as well as comments and advice from the Corporate Governance Assessment Report of Thai Institute of Directors (IOD), which is revised to be consistent with the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard), and other good practices implemented by leading international companies.

The Board of Directors is determined to supervise the Company's operation to ensure that it is in conformity with the good corporate governance principles and policy. Therefore, the principles and policy are regularly reviewed and updated. The Board has considered and applied the implementation of the Corporate Governance Code for Listed Companies 2017 (CG Code 2017) by considering the Company's context, reviewed the corporate policy in response to the CG Code 2017 and the Good Corporate Governance Guideline of State Enterprise B.E. 2562 (2018) as well as SEPO's guideline, and prepared corporate governance manual.



Corporate Governance Policy

MCOT Plc. has continuously reviewed the corporate governance policy and CG manual to better address the changing related laws, good practice, business operations, economic situation and social development.

MCOT Plc.'s corporate governance principle focuses on the role of the Board of Directors in governing the organization in key areas, namely the Director's responsibility towards their duty at full capability, responsibility towards own decision and action, equitable treatment of shareholders and stakeholders, transparent and accountable operations, vision in creating long-term added value, business ethics and Code of Conduct, and opportunity for stakeholders to express useful opinions.

Board of Directors' Policy and Guideline

MCOT Plc. Board of Directors consists of individuals with different knowledge, expertise and experiences appropriate for the Company's business in accordance with the composition and qualifications of directorship (Skill Matrix). The Board of Directors yearly reviews skills, knowledge and expertise (Skill Matrix) of state enterprise directors necessary to perform the duty supporting corporate vision, strategy and corporate competencies. The Board of Directors are appointed by the shareholders. In case a director position is vacant due to other reason than retirement by rotation, the Board of Directors may elect a person who is qualified and possesses no prohibited characteristics prescribed by the Company's Articles of Association to fill in the vacancy and report to the shareholders' meeting for acknowledgement. The Board of Directors shall oversee the overall business direction, appoint the management to oversee the Company's operations, and appoint specific committee to be responsible for specific assignment, appoint the auditor and Company's Secretary who is responsible for meeting arrangement, and comply with the law. Board of Director's Policy and Guideline are as follows:

1. Composition and Appointment of the Board of Directors

Every director must have the qualifications as required by the Action Standard Qualification of Committee Members and Officials of State Enterprise, B.E. 2518 (1975) and amendment, and shall have the required qualifications and shall not have prohibited characteristics according to the Public Limited Companies Act, Securities and Exchange Act, and the Articles of Association of MCOT Plc. The directors shall have knowledge, ability and experiences in different areas useful to support MCOT Plc.'s operations, be honest, adhere strictly to the business ethics, and have sufficient time to dedicate oneself, knowledge, capability and experience to perform their duty as a director.

2. Independence of the Board of Directors

MCOT Plc.'s independent directors shall have the qualifications related to independence as required by the securities and exchange laws, and shall not hold more than 0.5 percent of the issued and paid registered capital. The independent directors shall prepare a report certifying their independence and submit to the Chairman of the Board on annual basis as scheduled.

MCOT Plc.'s directors with significant interest in a specific issue being discussed shall leave the meeting before the meeting agenda is considered and during the discussion on such agenda.

3. Role and Authority of the Board of Directors

The Board of Directors' has the roles and responsibility towards shareholders in ensuring good performance and added value with an objective to promote stable and sustainable growth. To achieve such objectives, the Board of Directors shall supervise the Company's business pursuant to all relevant laws, regulations, business ethics and the resolution of the shareholders' meeting by considering the benefits of all stakeholders.

4. Role and Authority of the Chairman of the Board of Directors

MCOT Plc.'s Chairman of the Board shall be a non-executive director and have the quality of a leader. The Chairman of the Board of Directors shall serve as the chairman at the Board of Directors meeting and the shareholders' meeting and shall not hold a position in a committee established by MCOT Plc. The Chairman's roles and responsibility are as follows:

- To convene and chair the Board of Directors' meetings and the shareholders' meetings, as well as to determine and approve the meeting agenda items with the President
- To control every meeting in accordance with the Company's regulations, and to support and allow all directors of the Company to obtain the adequate information and to have independence in giving their opinions
- To support and encourage the Board of Directors to fully perform their duties under the scope of authority, duties, and responsibilities, and the principles of good corporate governance
- To oversee and monitor the management of the Board of Directors and other committees of the Company to ensure that it is in conformity with the Company's objectives
- To give the casting votes in the meeting of the Board of Directors in case of an equality of votes

5. Appointment of the Committees

To support careful and efficient screening and consideration of business operations, the Board of Directors has appointed seven specific committees, namely the Audit Committee, the Nomination Committee, the Remuneration Committee, the Corporate Relations Committee, the Corporate Governance Committee, the Risk Management Committee and the Executive Committee.

6. Board of Directors' Meetings and Receipt of Information

The Board of Directors convenes no less than twelve (12) times per year. Each meeting shall be held no longer than two (2) months apart. The Board of Directors shall be informed of the meeting schedule in the entire year in advance so as to allow directors to manage time and attend every meeting. At the meetings, the directors shall perform their duties in maintaining and protecting the benefits of MCOT Plc. The Office of the President is responsible for preparing the information and meeting document, meeting venue, and coordinating the meeting. Every director shall receive the meeting document, agenda and meeting topics in advance so as to prepare for the meeting.

Independent Directors are required to meet at least every six (6) months without participation from the directors who represent government agencies, or executive directors.

7. Corporate Secretary

The Board of Directors shall appoint the Corporate Secretary to organize, support and ensure the Board of Directors' meetings and shareholders' meeting are smooth and transparent and comply with regulations and laws.

8. Board of Directors' Performance Appraisal

MCOT Plc. Board of Directors performance appraisal is scheduled on annual basis to set the review framework for the Board of Directors' ability to perform its duty, to consider, review and analyze the performance and to use the result for further improvement.

9. Remuneration of the Board of Directors and President

MCOT Plc. Board of Directors and Presidents cannot decide self-remuneration due to conflict of interest. Remuneration shall be considered by the Remuneration Committee and submitted to the Board of Directors for approval. Directors' remuneration shall be approved by the shareholders' meeting. (Details on remuneration of the Board of Directors and the President is presented under the Section 2 on 7.4.2 Executive Remuneration Policy, and 8.1.2 (2) Remuneration Payment to the MCOT Plc. Board of Directors).

10. Succession Plan

MCOT Plc. Board of Directors shall ensure that the MCOT Plc. has the right system to select the person with appropriate knowledge and capability to be the successor of the President or Director-General and senior executives. The system shall be sufficient to support continued operations as planned. The system is reviewed and screened by the Nomination Committee.

11. Director Development

MCOT Plc. requires all newly appointed directors to attend the orientation program to familiarize themselves of MCOT Plc.'s business as well as roles, duties and responsibilities of Directors to be ready to perform their duties.

MCOT Plc. also has a policy to enhance new Directors' knowledge and perspectives on corporate governance, industry, business, technology and innovation, enabling them to perform their duties with high efficiency. Directors are encouraged to attend trainings organized by the Thai Institute of Directors (IOD), King Prajadhipok Institute, and other organizations providing similar trainings. The Company also holds special lectures by experts in various area, arrange sessions to exchange knowledge and opinion among listed companies on the Stock Exchange of Thailand or other state

enterprises with outstanding corporate governance practice in compliance with corporate governance principle.

The Board of Directors encourages employees working with the Board, such as executives, company secretary, secretary to the Board of Directors, and the secretary to special committees to attend various courses that are useful for them to perform their duties.

Governance of Subsidiaries and Associated Companies

Governance mechanism

MCOT Plc. has formulated criteria and practice guidelines for those appointed as directors in subsidiaries, joint venture, and associated companies. The criteria and guidelines include role, duty and responsibility, and code of conduct, matters requiring policy, retirement, remuneration, performance appraisal, performance of duty and responsibility, understanding and ability to concretely apply such practice, which will improve efficiency, accountability, and transparency.

Policy on Investment in Subsidiaries and Associated Companies

MCOT Plc. has a policy to invest in subsidiaries and associated companies operating media and communications business in and outside Thailand, and related media and communications businesses that will bring greater benefits to media business. The main objective is to be the medium in providing knowledge and creating understanding to support the improvement of quality of life, quality, ethics and morality of the people and national security. Investment in subsidiaries and associated companies also supports and promotes MCOT Plc.'s businesses.

Policy and Guidelines on Shareholders and Stakeholders

1. Right of Shareholders

MCOT Plc. realizes the importance of and respects shareholders' right. The Articles of Association, Section 3 on Shareholders Meeting and in the Corporate Governance Policy, Section 6 on Shareholders and Stakeholders provide details and practices that ensure protection of shareholders' basic rights, including the right to receive sufficient information from the Company, participation of the shareholders meeting, and exercises of the voting rights on significant matters.

• Shareholders' meeting

The annual general meeting of shareholders of MCOT Plc. shall be convened within 4 months upon the end of each fiscal year of MCOT Plc. If any agenda items, which take effect or relates to the shareholders' interest or conditions, rules and applicable laws, must be considered and approved by the shareholders, an extra-ordinary meeting of shareholders shall be convened case by case.

In 2023, MCOT Plc. organized online 2023 Annual General Meeting of Shareholders of MCOT Plc. on Tuesday, April 11, 2023, via live broadcast from the Auditorium, 6th Floor, Television and Radio Operation Building, MCOT Plc.

• Notice to the Meeting

MCOT Plc. assigned Thailand Securities Depository Co., Ltd., the share registrar of MCOT Plc., to deliver the notice to the 2023 Annual General Meeting of Shareholders, as well as other enclosures to every shareholder as listed in the book of shareholders' registration on record date for the right to attend the 2023 Annual General Meeting of Shareholders and under Section 225 of the Securities and Exchange Act by indicating the record date for not more than 2 months before the meeting date and not less than 14 days from the date on which the Board of Directors approves the Annual General Meeting date. The notice, prepared in both Thai and English version, contains all details,

including meeting agenda items, enclosures to each agenda item, opinions of the Board of Directors, proxy forms as required by the Ministry of Commerce, a list of independent directors to be authorized to attend the meeting on behalf of the shareholders, and a map of meeting location. The notice shall inform the shareholders of documents to be declared on the meeting date to retain their right of attendance, as well as other conditions, rules and practice for the meeting. Thailand Securities Depository Co., Ltd. normally delivers the notice to every shareholder by not less than 28 days prior to the meeting date. This matter is also posted on a daily newspaper for 3 consecutive days. In addition, the shareholders may receive information about agenda items of each meeting, both in Thai and English, via MCOT Plc.'s website at "www.mcot.net/ir" about 30 days prior to the meeting date so that the shareholders have adequate time to study all related information before the meeting.

• Procedures of Shareholders' Meeting

MCOT Plc. held online meeting according to the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and the Ministry of Digital Economy and Society's Announcement on Security of Electronic Meetings B.E. 2563 (2020) to provide shareholders with adequate and appropriate convenience on the meeting date. Shareholders can register through the Inventech Connect system of Inventech System (Thailand) Co., Ltd. at least 2 hours and the registration continues until the meeting adjourns.

Before the meeting, the Chairman of the Board of Directors shall assign the moderator to notify the shareholders how ballots are cast and counted as clearly indicated in the Articles of Association of MCOT Plc. The Company uses the vote counting and result presentation technology or Inventech Connect system provided by Inventech System (Thailand) Co., Ltd. in its online meeting and voting procedure as this company has both experience and expertise in this area. The system counts the shareholders' votes in the meeting and the votes cast in advance on every

agenda, either approval, disapproval or abstention. To protect the rights of shareholders, balloting for each agenda item is separately arranged.

The Chairman in the Meeting shall allocate sufficient time for the meeting and conduct it appropriately and transparently in accordance with the order of agenda items notified in the notice to the meeting. No agenda items shall be added without prior notice to all shareholders. During the meeting, the shareholders are allowed to share opinions and raise queries universally and appropriately. The Company's directors or executives shall clarify and answer all queries precisely before voting and passing the resolution of each agenda item. The shareholders arriving at the meeting late are entitled to vote or cast their votes on the agenda items being considered provided that the resolution is not yet made.

In the 2023 Annual General Meeting of Shareholders of MCOT Plc. held on April 11, 2023 at Auditorium, 6th Fl., Television and Radio Operation Building, MCOT Plc., Huaykwang, Bangkok, there were 8 Directors of MCOT Plc. present at the meeting, representing 72.73 percent of the total Directors in office. The Directors holding position in specific committees, especially the Chairman of the Audit Committee and the Chairman of the Nomination Committee as well as top executives and the Company's Auditor, attended the meeting to explain issues relating to meeting agenda items and to answer the shareholders' queries. Each director of MCOT Plc. is normally aware of practice guideline in case that he/she is a stakeholder or has a conflict of interest in any agenda item which sets out that he/she must inform the meeting of such and request to stay outside the meeting.

- **Disclosure of Shareholders'**

Meeting Resolution

In 2023, MCOT Plc. submitted the shareholders' meeting resolution report to the Stock Exchange of Thailand and the Securities and Exchange Commission in the evening of the meeting date (Tuesday, April 11, 2023) and submitted the meeting minute (which was completely recorded by clearly

separating agenda, presenting the number of Directors attending/not attending the meeting, queries by shareholders, clarification by the Board of Directors, vote counting methods, and the voting results of each agenda) to the Stock Exchange of Thailand and the Securities Exchange Commission within 14 days after the meeting date. Such minutes and video record of the meetings are also posted on MCOT website (www.mcot.net/ir).

2. Equitable Treatment to Shareholders

The Board of Directors of MCOT Plc. places emphasis on respecting the rights of shareholders. Every shareholder shall be treated fairly, equitably and impartially. MCOT Plc. assigns Thailand Securities Depository Co., Ltd. to be the Company's share registrar to serve and facilitate the shareholders regarding their documents of right. MCOT Plc. empowers the Corporate Secretary Department to be responsible and coordinate with all related departments to facilitate its shareholders and general people.

In each meeting of shareholders, if a shareholder is unable to be present at the meeting, he/she may authorize a person or an independent director of MCOT Plc. to act as his/her proxy to attend and vote on his/her behalf in the meeting. Every shareholder is explicitly informed in the notice to the meeting of the meeting procedures as well as other important documents or evidence used in his/her proxy. In the 2023 Annual General Meeting of Shareholders held on Tuesday, April 11, 2023, the Board of Directors appointed Asst. Prof. Kangwan Yodwisitsak, and Mrs. Yanee Sangsrichun, members of the Audit Committee, the proxies. To prioritize the shareholders, and to promote the good corporate governance, the shareholders had several alternatives to submit their enquiry on the agenda prior to the meeting via post, e-mail and facsimile from March 16, 2023 up to the meeting date. One shareholder sent the inquiry, which was answered in Agenda 3 regarding Acknowledgement of the Operating Performance of the Company.

- **Proposal of Meeting Agenda and**

Director Nomination

At the 2023 Annual General Meeting of Shareholders, the Board of Directors allowed the minority shareholders to propose the agenda items or nominate qualified candidates to be appointed directors of MCOT Plc. in compliance with the corporate governance principle. The notification regarding the criteria of granting such rights has been posted on MCOT Plc.'s website (www.mcot.net/ir) from October 1 to December 31, 2022. This notification was also posted in other media of MCOT Plc., but no shareholder has proposed specific meeting-agenda items or nominated qualified candidates to be appointed the directors for the 2023 Annual General Meeting of the Shareholders of MCOT Plc. via post, email and facsimile.

- **Shareholders' Facilitation at the**

Shareholders' Meeting

MCOT Plc. facilitates all shareholders on the meeting date by allowing the registration before the meeting time for 2 hours, and it continues until the meeting adjourns under the QR-code registration system. Although most of the shareholders attending the Annual General Meeting are Thais and the meeting is arranged in Thai language, MCOT Plc. prepares meeting documents and other documents in two languages and provides language specialists to facilitate the meeting.

- **Proxy Appointment**

To protect the right of shareholder who is unable to attend the meeting, he/she may authorize a person or an independent director of MCOT Plc. listed in the proxy form as required by the Ministry of Commerce to act as his/her proxy to attend and vote on his/her behalf with no condition in the meeting. In case a shareholder appoints other person as his/her proxy, MCOT Plc. shall respect the right and treat the person as if he/she was the shareholder. The Company also publishes the proxy form on MCOT Plc.'s website 30 days prior to the meeting date.

Policy on conflicts of interest

MCOT Plc. formulates the criteria and practice guideline of reporting the conflicts of interest. The Company's executives and employees must report their conflicts of interest according to the provided form on yearly basis. The Office of Internal Audit is also assigned to review such report of conflicts of interest before submitting it to the Audit Committee and the Board of Directors. The Company revises and improves the practice guideline of reporting the conflicts of interest by its executives and employees for higher efficient and proficient reporting. Any director who may have the conflicts of interest against the Company's interest must report his/her interest before considering the meeting agenda, and he/she must temporarily leave the meeting when such agenda item is being considered.

The Directors, executives and other related persons must report the Company, within 30 days upon the date of their appointment, their interest or the interest of their related persons. This is also applicable to cases of any change or emerging of a transaction that a director, executive or connected person has a conflict of interest, either direct or indirect, within the year. The Corporate Secretary shall submit a copy of the conflicts of interest report to the Chairman of the Board and the Chairman of the Audit Committee for acknowledgement within 7 business days upon the date of receiving such report. To retain and protect the use of the internal confidential information, all directors and executives of MCOT Plc. shall be notified in writing to refrain the trading of securities of MCOT Plc. or other listed companies at least 1 month before submitting any announcements, which materially affect the Company's financial status, to the Stock Exchange of Thailand, and at least 3 days after such announcement. The report on holding of securities must be submitted within 30 days after the appointment. Every trading of securities must be reported to the Board of Directors of MCOT Plc. or any person authorized by the Board at least 1 day before

each trading, and to the Securities and Exchange Commission in accordance with provisions set forth in the Securities and Exchange Act, B.E. 2535 (1992) within 3 business days. Holding of securities of the Company by its directors and executives must be disclosed in the annual report of the Company as well.

Each director and top executive of MCOT Plc. have a duty of submitting the assets and liabilities statement examination held by him/herself, his/her spouse and minor child to the Office of National Anti-Corruption Commission when he/she is first appointed to the office and in every 3 years of holding office and after vacation from the office in according with the Organic Act on Counter Corruption, B.E. 2561 (2018). In this regard, MCOT Plc. shall submit a notice to each director and top executive pursuant to the timeframe.

3. Role of Stakeholders

MCOT Plc. recognizes the responsibility and equitable treatment to its stakeholders by adhering to integrity and fairness. The rights of all groups of stakeholders have always been taken into account. The Company, therefore, has formulated this policy and best practices in the Regulation on Morality, Ethics, and Code of Conduct of MCOT Plc., and in the good corporate governance manual. The principles of responsibility to all groups of stakeholder inside and outside the organization are as follows:

Responsibility to Shareholders

MCOT Plc. recognizes and focuses on the shareholders' rights and has a duty of creating long-term added value for its shareholder. It shall neither perform any action that violates or impairs the shareholders' rights.

- **Good practice**

1) The Company shall perform its duty with integrity and make decision with duly care and fairness to majority and minority shareholders for the best benefits of all shareholders.

2) The Company shall refrain from any action that limit shareholders' rights to attend meetings. Every shareholder has the right to attend shareholders' meeting and the right to vote. The Chairman of the meeting shall appropriately allocate time for shareholders to exercise their rights to express opinions and ask questions on each agenda.

3) Shareholders have the right to appoint a proxy to attend the meeting and vote on their behalf, and the right to receiving document and recommendation on appointing proxy. The legal proxy who has already submitted the proxy form to directors attending the meeting shall have the right to attend the meeting and vote as if he/she is the shareholder. The shareholder may appoint an independent director to attend the meeting and vote on his/her behalf. A shareholder also has the right to receive sufficient and complete information about the profile and work experience of independent director for consideration.

4) The Company encourages minority shareholder to propose additional agenda, or nominate a person to be appointed director. Proposing meeting agenda or nominating director shall be compliant to related laws and the Articles of Association of MCOT Plc. The Corporate Secretary shall be ready to receiving the proposals and provide recommendation and advice on this.

5) The Company shall equally, constantly and completely report operational performance, financial and accounting information, and other reports to all shareholders.

6) The Company shall equitably inform shareholders of the future trend, both positive and negative, based on possibility and backed by sufficient information and reasons.

Relationship and Responsibility towards

Customers and Consumers (viewers, listeners, media buyers in both public and private sectors, digital broadcast network operators, and sponsors).

MCOT Plc. recognizes that the customer satisfaction takes effect to its business success; it, therefore, intends to seek for more efficient and proficient methods to serve the customers need.

- **Good practice**

1) The Company shall continuously develop programs and services to meet with customer and consumer demand.

2) The Company shall accurately, adequately, and timely present information and news without exaggeration.

3) The Company shall communicate with the customers with politeness, efficiency and reliability.

4) The Company shall provide for a system or procedure where customers can file complaint on quality, services and operations, and take the best action to quickly respond to such matter.

Relationship with Trade Competitors

MCOT Plc. has the policy of treatment to its trade competitors in accordance with any international standards and applicable laws.

- **Good Practice**

1) The Company shall operate business based on free and fair competition and not discredit competitors.

2) The Company shall not seek business confidential information of competitors using dishonest or inappropriate method,

3) The Company shall support and cooperate with trade competitors for benefits of consumers and not for monopoly or reduction of product and service quality. MCOT Plc.'s employees be careful when contacting competitors and their employees, not disclosing or allowing MCOT Plc.'s confidential information to leak to competitors.

Procurement and Treatment of Partners

(e.g., joint producers, goods and service suppliers)

Procurement and supplies of MCOT Plc. must be undertaken transparently with the highest benefits. Its business partners must be treated equitably based on fair competition.

- **Good Practice**

1) MCOT Plc.'s employees responsible for goods and service procurement shall consider the demand, value, and quality. Procurement process shall be arranged in open and transparent manner and allow fair competition while equitably treating trade partners.

2) The Company shall have clear procurement plan, provide trade partners with sufficient time to prepare, and refrain from short lead time for procurement. Contract shall not take advantage of the partners. Lawyers shall be engaged in providing advice on contract.

3) The Company shall not request benefits from the procurement and the Company shall take neutral position. Negotiation shall be conducted internally with transparency and strictly comply with the corporate governance manual on conflict of interest practice. Negotiation and procurement process shall be reviewed by executives.

4) MCOT Plc.'s personnel responsible for procurement of products and services shall keep confidentiality of the information received from suppliers or bidders and not disclose such information to others.

5) MCOT Plc. shall strictly respect the contract. In case MCOT Plc. or a customer fails to respect the contract or cannot comply with the contract for any reasons, the person responsible shall immediately report the supervisor for solution.

MCOT Plc. highly values efficient procurement process that complies with rules, regulations and related laws. It has selected trade partners through systematic, transparent and fair process. The annual procurement plan is prepared and publicly disclosed on the Company's website in compliance with the

Public Procurement and Supplies Administration Act, B.E. 2560 (2017), related regulations and orders related to procurement with strict selection process. MCOT Plc. shall consider the qualification of the suppliers, quality, price, delivery, after-sales services, warranty, and other conditions. Performance of trade partners shall be reviewed together with qualification screening in the next procurement project. The Company has also adopted anti-corruption policy by refrain from engaging in a transaction with a person, company or organization that has been involved with corruption.

Considering that most of its creditors are trade creditors, MCOT Plc. has in place the guideline on its responsibility towards creditors and payment condition, by considering the accuracy and completeness of the collateral document submitted for consideration in order to secure ability to pay debt on timely manner. MCOT Plc. highly values operational efficiency and, therefore, clearly set KPI for debt payment. In case the Company cannot meet with the payment schedule, the Company shall contact the creditors and inform them in advance in order to jointly find solution, enabling MCOT Plc. to maintain good relationship and trust.

Responsibility towards the Society and Community

MCOT Plc. defines the corporate social responsibility policy and strategy by linking them with the employees and executives of MCOT Plc., who are the important internal stakeholders, and with other external stakeholders, e.g. viewer/audience, program producer, scholar, and association/professional organization, etc. Both sectors are integrated for the Company's corporate social responsibility process.

- **Good Practice**

1) The Company shall be responsible for the society and environment, and optimize natural resources by considering the importance of the environment and stakeholders.

2) The Company shall value the importance of optimizing national communication resources for the best benefit of the general public.

3) The Company shall give high importance in instilling the social and environmental responsibility among its employees.

4) The Company shall values activities that support social and environmental improvement by ensuring such activities concretely contribute to the community, society and the environment development.

Safety, Health and Environment Principle

MCOT Plc. concentrates on safety and health of its employees and encourages appropriate use of resources while reducing wastage of resources.

- **Good Practice**

1) MCOT Plc. truly cares about safety towards life and assets of its employees and shall promotes occupational health, safety and environment in the workplace by adopting international-level standards.

2) The Company shall prevent and control losses in different forms caused by accidents fire, injury and illness caused by work, loss or damage of assets, and misoperation or mistakes at work, and maintain safe work environment for the MCOT Plc.'s employees. Executives and employees are responsible for immediate reporting accidents, disaster or any incident as stated in the preset measures.

3) The Company shall have in place corporate emergency and crisis response plans to prepare for possible emergency, such as fire, power blackout, protest, etc. and other crisis that may cause interruption in its business, or damage corporate reputation and image.

4) MCOT Plc. shall organize training and provide information to educate and create understanding among its employees and related stakeholders on its workplace health, safety and environment policies,

rules and regulations, operational procedure and cautions in order to correctly perform their duty without causing harm to their health and assets.

5) MCOT Plc.'s corporate social responsibility policy also covers health, safety and environment, as well as optimization of natural resources with recognition of the importance of the environment and safety of stakeholders.

Principle on Treatment towards Employees

MCOT Plc. recognizes that every employee is the key of its business success and equitably treats every employee in all department without discrimination. All employees have been encouraged to treat with each other politely, and respect human dignity. The Company shall create good and safe work environment, pays appropriate compensation in accordance to the nature of work, provides good welfare, innovation and technology to support their work.

- **Good Practice**

1) The Company shall equally treat all its employees without discrimination and with respect for human dignity and individual.

2) Appointment, transfer, rewarding and punishment of employees shall be done with equitability, sincerity and based on the knowledge, capability and appropriateness as well as the action and conduct of employees.

3) MCOT Plc. shall provide its employees with full opportunity to demonstrate their capability, appropriate and fair reward based on individual employee's knowledge, capability, responsibility and performance, and motivation through the forms of salary, bonus and other benefits that meet with MCOT Plc.'s regulations.

4) MCOT Plc. shall focus on employee development, knowledge and skill transfer by providing equal opportunity to all.

5) The Company shall provide work environment that always ensures safety for life, health, physical and assets of employees.

6) The Company shall promote employees' understanding of ethics, role and responsibility to encourage desired behavior under the Code of Conduct.

7) MCOT Plc.'s employees shall perform their duties with responsibility, integrity, morality, compliance with rules, and the Company's regulations, and not directly or indirectly assign their work to others instead, except when necessary or more convenience and speed for work that does not require specific ability.

8) MCOT Plc.'s employees shall be polite, dress and behave appropriately, and not damage MCOT Plc.'s reputation.

9) MCOT Plc.'s employees shall cooperate in activities initiated to strengthen relationship and corporate culture and social contribution activities implemented by the Company.

10) MCOT Plc.'s employees shall refrain from all actions that threaten MCOT Plc.'s employees and outsiders.

Principle on Intellectual Property, and the Use of Digital Technology, Information Technology and Communication

MCOT Plc. encourages its employees to study and conduct researches in order to create business innovations, tools, equipment and digital technology supporting their work, and work procedure to ensure smooth operations for benefits of MCOT Plc. and with respect to the copyright and intellectual property of the owners.

- **Good Practice**

1) MCOT Plc. encourages its employees to study, develop and conduct research to optimize the use of digital technology in creating innovation and business opportunities.

2) In case an initiative or innovation is invented as a result of an assignment by MCOT Plc., or work contract, or the work initiated by MCOT Plc.'s employees using place, time, personnel, materials or resources own by MCOT Plc., the Company shall

have the right over or own the intellectual property of such invention.

3) MCOT Plc.'s employees shall carefully use email and Internet provided by MCOT Plc. for the Company's business and shall not damage reputation of MCOT Plc., or not use MCOT Plc.'s name or logo or computer system to disseminate inappropriate information that is against morality, tradition and customs or laws.

4) Employees shall perform their duty by using copyrighted computer programs. MCOT Plc.'s employees are prohibited from installing illegal computer programs in office.

5) Employees shall save and maintain confidentiality of their passwords to prevent access by outsiders, refrain from connecting to threatening websites that may cause damages to MCOT Plc.'s computer system.

6) MCOT Plc.'s employees shall be responsible for third parties to access files and programs as necessary to function, and strictly comply with information technology and communication related laws.

7) MCOT Plc. gives high importance to copyrighted works and shall not broadcast video or voice that may infringe copyright.

8) MCOT Plc.'s employees shall not copy or edit, publicly broadcast, or lease original programs, articles, audio and visual materials, movies and voice record without permission from copyright owners.

9) MCOT Plc.'s employees shall not change, copy, delete or destroy MCOT Plc.'s data and information without permission.

10) MCOT Plc.'s employees shall refrain from using the Internet or social media to comment, criticize, or express opinion related to internal information or issues that may affect corporate reputation.

Respect for Legal and Human Right Principle

The Board of Directors has a policy to treat all stakeholders with respect for human dignity, right, freedom, and equality of persons, without infringement of basic right or intellectual property. The executives are encouraged to communicate with all stakeholders to exchange information, listen to their requests, opinions and recommendations in case they are treated unfairly by MCOT Plc. or experience any act that is or considered fraud or misconduct in order to ensure good cooperation and maintain good relationship in a sustainable manner.

Information Disclosure and Transparency

Disclosure of information is an indicator measuring operational transparency and a key factor creating confidence among investors and stakeholders. The Company, therefore, pays attention to disclosing accurate information and provides various channels of information disclosure, allowing easy access to information by all stakeholders. Its Directors, executives and employees are fully aware of the importance of information disclosure and operational transparency. In addition, MCOT Plc. has in place appropriate mechanism for receiving complaints that are fair to both complainants and the respondents as described below.

Board of Directors' Financial and Non-Financial Reports

MCOT Plc. disclosed the information on sustainability operations that considers all stakeholders and covers the environment, social and governance (ESG) in the Section on Business Operations for Sustainability in the Form 56-1 One Report.

The Company disclosed financial information, especially the financial statements, which was reviewed/audited by EY Co., Ltd., an independent and reliable professional auditor, that it was correct in the essence of the generally accepted accounting principles. The information was approved by the Audit Committee/Board of Directors before disclosed to the shareholders. The Board of Directors included the management responsibility of the financial reporting and the Auditor's Report in the annual report. For non-financial information disclosure, the Company disclosed the connected transaction, management analysis, risk management, internal control, good corporate governance policy, and the Code of Conduct in the annual registration statement and on MCOT Plc.'s website.

Relationship with Investors

Information disclosure is a key corporate governance principle. The Company pays high importance to the accuracy, sufficiency, speed and equitability of the information to be disclosed to shareholders, local and international investors, the Stock Exchange of Thailand and the general public, and sets clear procedure in disclosing the information to the Stock Exchange of Thailand both in normal and urgent situations, in order to assure compliance with the related rules, regulations and laws.

The Company's significant information is presented via SET Portal system, media or printed media, as well as the Company's website at www.mcot.net/ir. Such information is provided both in Thai and English, and is always updated for interested persons to have convenient and timely access and best benefits. Significant information includes:

- Vision and mission
- Nature of business
- Article of Association, Memorandum of Association

- Board of directors and the management
- Direct and indirect shareholding of the Board of Directors and executives
- Organizational structure, shareholding structure of the group of company
- Annual report
- Annual registration statement
- Notice to Meeting
- Corporate governance, such as corporate governance policy, anti-corruption policy, charter of committees, Code of Conduct of employees and the Board of Directors, Investors Relations Code of Conduct, corporate governance manual, good practice on giving and reception of gifts, assets or other benefits, etc.
- Internal control and risk management
- Management Discussion and Analysis (MD&A)
- Quarterly report presented to analysts
- Information disclosed to the Stock Exchange of Thailand
- Financial and non-financial reports
- MCOT Plc.'s stock price
- Contact channel to reach MCOT Plc.'s Board of Directors and Investor Relations Department

4. Use of Internal Confidential Information

The Company has formulated the guideline for information maintenance and prevention of internal information in writing as part of the corporate governance policy, MCOT Plc.'s Ethics Regulations and Code of Conduct, and the corporate governance manual to prevent misuse of information. Paying high



importance to maintaining and preventing internal information, the Company ensures that directors, executives and employees strictly adhere to such guideline. To retain and protect the use of the internal confidential information, all directors and executives of MCOT Plc. are notified in writing to refrain from trading of securities of MCOT Plc. or other listed companies at least 1 month before announcement of information that materially affect the Company's financial status is submitted to the Stock Exchange of Thailand, and at least 3 days after such announcement. The directors, executives and employees shall inform the Company of their securities holding within 30 days after appointment and inform the MCOT Plc.'s Board of Directors or persons assigned by the Board of Directors of any transaction at least 1 day before each trading, and to the Securities and Exchange Commission in accordance with provisions set forth in the Securities and Exchange Act, B.E. 2535 (1992) within 3 business days. Holding of securities of the Company by its directors and executives must be disclosed in the annual report of the Company as well.

5. Conflict of Interest

To prevent conflict of interest, the MCOT Plc. has formulated the Code of Conduct of Board of Directors, executives and employees as follows:

- To perform duties according to the provisions of laws, objectives and regulations of MCOT Plc., and the resolution of the shareholders' meeting
- To perform duty with integrity and care for the current and future benefits of all stakeholders
- To manage the Company with no bias or influence from politics and keep neutral positioning to maintain the Company's reputation
- Not to be involved in any businesses competing with MCOT Plc., avoid any connected transaction that may cause conflicts of interest to the Company, not to be a director in any juristic person which receives

concession from, jointly invests in or has stakes in the Company's businesses unless he/she is authorized by the company but not being a major shareholder with significant controlling the authority such as policy setting, management or actions of such juristic person, nor be a director authorized to act on behalf of such juristic person;

- Not to accept any money, assets or any other interest illegally offered by other persons, which shall include the authorization to any other person to have such action on behalf of him/her; and
- Not to accept or ask for money, assets or any other interest other than rightful benefits from the Company except in normal traditional occasions or festivals when gifts without trading value or with the price not more than Baht 3,000.- are acceptable. This prohibition includes any financial relation or financial leverage with customers or persons related in the Company's businesses

The Company has also defined the best practice relating to the prevention of conflicts of interest for the Board of Directors, management, and employees in the good corporate governance manual of MCOT Plc. All personnel of MCOT Plc. must perform their duties by taking account of the Company's interest, comply with the conflict of interest preventive measures, and strictly disclose the interest as defined by MCOT Plc.

Preparation of the Report Disclosing Transactions with the Conflict of Interest with MCOT Plc.

MCOT Plc. requires its directors, executives and all employees to prepare the report of items that may involve conflict of interest with MCOT Plc. by disclosing the items that may have conflict of interest with MCOT Plc. In approving any items through the conflict of interest reporting system, no special conditions or requirement shall be included.

Report of the Conflict of Interest of Directors, Executives and Related Persons

MCOT Plc. Board of Directors has prepared the report of the conflict of interest of directors to be used as basic information in governing directors' conflict of interest. Similarly, the Company has prepared the report for individual senior executive on quarterly basis. Corporate Secretary is assigned to collect the reports, and make copy of such reports to submit to the Chairman of MCOT Plc.'s Board of Directors, and the Chairman of the Audit Committee for audit and governing conflict of interest.

Report on Changes in Security Holding

To protect the use the internal significant information, MCOT Plc. assigned the Board of Directors and executives, meaning their spouse and underage children, to report to the Board of Directors or the person assigned by the Board of any changes in MCOT Plc. security holding at least 1 day before trading, and report the changes to the Securities and Exchange Commission and the Stocks Exchange of Thailand within 3 days from the trading, selling, transfer or transfer acceptance according to the Securities and Stock Exchange Act B.E. 2535 (1992).

MCOT Plc.'s corporate governance policy also requires directors and executives to refrain from trading of securities of MCOT Plc. or other listed companies at least one (1) month before announcement of information that materially affects the Company's financial status is submitted to the Stock Exchange of Thailand, and at least three

(3) days after such announcement. The Corporate Secretary shall send a letter to inform the directors and executives before the financial statements are publicly disclosed to prevent the illegal use of insider trading.

Assets and Liabilities Statement Submission to the NACC

Each director and top executive of MCOT Plc., including the directors and top executives of juristic persons in which MCOT Plc. holds more than 50 percent stake, has a duty of submitting the assets and liabilities statement of himself/herself, spouse and minor child to the Office of National Anti-Corruption Commission when he/she is first appointed to the office and every 3 years of holding office and after vacation from the office in according with the Organic Act on Counter Corruption, B.E. 2561 (2018). In this regard, MCOT Plc. shall submit a notice to each director and top executive pursuant to the timeframe.

Report of Conflict of Interest in Meeting

MCOT Plc. Board of Directors has included the policy on conflict of interest at the board meeting in the corporate governance policy. MCOT Plc.'s director who has significant conflict of interest in a meeting agenda shall inform the meeting before the agenda is considered and shall leave the meeting room when during that agenda.

Consideration and Review of Connected Transaction

The Audit Committee is responsible for considering and reviewing connected transactions or items that may involve conflict of interest which may affect MCOT Plc.'s operations according to the related and the Stock Exchange of Thailand regulations before submitting to the Board of Directors.



6. Right of Shareholders

MCOT Plc. recognizes and puts much importance on the rights of shareholders and has the duty of equally protecting and maintaining benefits of all shareholders, including the right to sell, buy or transfer shares, the right to receive profit sharing, the right to receive significant information in timely manner and sufficient to support decision, the right to attend shareholders meeting by providing convenience and opportunity for all shareholders to express opinions, recommendation and participate in making decision and exercise their votes on transaction with significant impact on MCOT Plc.'s operations, and the right to cast their votes in the shareholders' meeting to appoint or terminate or consider the remuneration of directors, appoint and consider remuneration of the auditor. Shareholders shall receive equal rights in expressing their opinions or ask questions in the meeting according to the meeting regulations. The meeting chairman shall allocate appropriate time and encourage shareholders to express their opinions and ask questions in the meeting. Shareholders with eligible right to vote shall cast their votes separately on each agenda, and can exercise their right in appointing individual director.

Shareholders can propose in writing a meeting agenda and nominate a person to be appointed director prior to meeting date according to the regulations set by MCOT Plc.

7. Anti-Corruption

MCOT Plc. has adhered to integrity, transparency, morality, and checkable business operations under corporate responsibility for the whole society and stakeholders, and under the principles of good corporate governance. MCOT Plc. has firmly recognized that corruption is the severe threat causing huge damages to the economic and social development, it, therefore, signed the Memorandum of Understanding on Corruption Prevention and Suppression with the Office of National Anti-

Corruption Commission (NACC), the State Enterprise Policy Office (SEPO), and other 55 state enterprises with an aim at promoting, supporting and creating a cooperation network to implement the national strategic plan for corruption prevention and suppression. MCOT Plc. has also participated in the Private Sector Collective Action Coalition against Corruption (CAC), and announced its "anti-corruption" policy as the business operation practice combatting all types of corruption. MCOT Plc. has formulated no policy for political assistance, either direct or indirect support. However, MCOT Plc. pays respect to right and freedom, and encourages its employees to exercise their political right as required by law under the democratic form of government with the Monarch as the Head of State.

In addition to the anti-corruption policy, MCOT Plc. has included the anti-corruption practice guideline in the Code of Conduct, rules and regulations, orders, good corporate governance manual, and operation manual of MCOT Plc.; for example, Regulation on Morality, Ethics and Code of Conduct, Regulation on Contributions, Order on Conflict of Interest Disclosure as well as criteria and guideline of reporting conflicts of interest, practice and guideline of receiving and giving gifts during the New Year and other special occasions, etc. MCOT Plc. has also defined the "Transparency & Trust" as one of its corporate value, to be implemented by the Board of Directors, executives and employees.



MCOT Plc.'s human resource process, including nomination process, orientation, training and communications, reflects its commitment to anti-corruption practice. To ensure its employees are aware of and understand such practice, MCOT Plc. requires its employees to adopt and comply with the policy, prevent, monitor and quickly report or inform the Company of clues about an act or attempt that involved corruption according to the criterion and method specified by MCOT Plc. The Company also provides for a whistleblowing channel, and prepares measures to protect the whistleblowers, including not demoting, punishing or causing negative impact on persons who reject corruption although such action causes the Company to lose business opportunity.

In case an MCOT Plc. personnel acts or refrain from acting or contributing to any action that is contrary to the terms of the Anti-Corruption Policy, MCOT Plc. shall take legal action against the person.

To monitor and evaluate the implementation based on the anticorruption policy, MCOT Plc. has provided an efficiency inspection by systematically collecting all information about its business operations for inspection at any time. The President and related executives of MCOT Plc. shall govern and ensure the implementation of anti-corruption measures. The Audit Committee has a duty of ensuring the appropriateness and adequacy of any anti-corruption systems and measures. The internal audit results in relation to anti-corruption measures of MCOT Plc. shall be reported to the Audit Committee.

MCOT Plc. has implemented many activities reflecting its determination to fight against corruption according to procedures and measures stated in such policy, including:

1. Establishing the Anti-Corruption Operations Center directly reporting to the Office of the President and under the supervision of the Anti-Corruption Operations Center Commission of MCOT Plc. The Center is responsible for preparing recommendations and guideline for policy making, measures and operation plans for prevention and suppression of corruption and misconduct in

conformity with the National Strategy on anti-corruption. In promoting morality and ethics, the Center coordinates with the Ethical, Moral, and Code of Conduct Committee of campaign to disseminate, cultivate, promote, and campaign all officers to comply with the Code of Conduct and ethics as well as other assignments. Other tasks of the Center includes coordinating and cooperating with external organizations, such as the National Anti-Corruption Commission (NACC), the Office of the Public Sector Anti-Corruption Commission (PACC), the State Enterprise Policy Office (SEPO) and the network of state enterprises related to prevention and suppression of corruption as well as regulators, in the prevention and suppression of fraud and misconduct.

2. Declaring the Company's intent to manage the organization by adhering to the corporate governance principles with consideration to its duty as the national media with main duties of equitably disseminating information, news and useful content to the general public in order to support national development as if MCOT Plc. was the partner of Thai society that stays side by side with the people in all situations.

3. MCOT Plc. was first certified as a member of the Private Sector Collective Action against Corruption (CAC) on May 25, 2017 and such membership has continued up to now. The Company's membership in the Private Sector Collective Action against Corruption was renewed on the third year on March 31, 2023 up to March 31, 2026.

4. Integrity & Transparency Assessment (ITA) project

- The Office of National Anti-Corruption Commission (NACC) has surveyed the degree of integrity and transparency in government agencies (including state enterprises) using a survey designed to measure the degree of morality and transparency in government agencies. The survey results reflect the degree of operation transparency in those government agencies, and would be used to improve and develop transparency in the operations of government agencies. As a state enterprise and listed

company, MCOT Plc. is eligible for the survey. The Company prepared the evidence-base integrity & transparency assessment while the NACC conducted an internal survey on opinions of MCOT Plc. employees, and an external survey on opinions of service receivers and stakeholders to support the assessment according to the criteria established by the NACC as the supporting information for an evaluation.

5. Driving the Good Governance and Corporate Governance

- MCOT Plc. signed the Memorandum of Understanding on Driving the Good Governance and Corporate Governance with the Office of the National Anti-Corruption Commission, State Enterprise Policy Office, the Securities and Exchange Commission, Thai Institute of Directors, and other state enterprises on April 20, 2023 at the Office of the NACC to mutually announce intent to promote the good governance and corporate governance in all sectors.

6. Announcement of the Good Corporate Governance Guideline of MCOT Plc.

- MCOT Plc. is committed to govern its operations in accordance with the good corporate governance principles and policy. It has prepared the Good Corporate Governance Guideline to provide the practice guideline for executives and employees, which ensure efficient implementation throughout the organization.

7. MCOT Plc.'s receipt of the Moral Organization Award

- The National Moral Promotion Committee requested for cooperation from all government agencies to conduct the moral organization assessment. A "moral organization" means an organization or agency where the leaders and members express their intent and determination to promote and improve morality in their organization. They also adhere to and conform to the religious principles, that is, the principle of Sufficiency Economy and good Thai cultures have been applied in their life, and they involved in promoting morality among general people, communities, or networks."

Based on the assessment criteria, the moral organizations would be divided into 3 levels: moral promotion level; moral organization level; and moral model level. In 2023, MCOT Plc. as an agency under the supervision of the Office of the Prime Minister, was assessed to stay in "moral organization" level.

8. Other activities

8.1 Refusal of gifts on the New Year festival or other occasions

- Disseminating the message from the President to all employees regarding refusal of gifts or other benefits with high value during the New Year festival or other occasions, and the practice guideline regarding the policy of gift refusal during the New Year festival; asking cooperation from all executives and employees to deliver the message regarding refusal of gifts receiving during the New Year festival to all business partners and related persons in line with the anti-corruption policy of MCOT Plc.

8.2 Training programs/seminars/ activities relating to anti-corruption and good corporate governance

- Directors, executives, and staff members of MCOT Plc. have regularly attended anti-corruption training programs/seminars/activities held by external organizations, either government or private sector.
- Staff members of MCOT Plc. have been encouraged to attend internal and external anti-corruption activities such as the participation in the International Anti-corruption Day (Thailand), etc.
- The staff members of MCOT Plc. have attended the training and seminar programs relating to anti-corruption and moral promotion held by the NACC, the PACC, and Private Sector Collective Action Coalition against Corruption (CAC).

8. Code of Conduct

MCOT Plc. has formulated the Code of Conduct to ensure that its operations, management and business are transparent and trusted by the general public. The Company has introduced the regulations on morality, ethics and Code of Conduct of the Company, Board of Directors, senior executives,

the management and employees in reference to the corporate governance system. Such regulations provide the framework for standard practice and appropriate operations, including

- Responsibility towards the nation and the society
- Responsivity towards the Company
- Responsibility towards shareholders
- Relationship with trade partners and competitors
- Ethical treatment of the supervisors, subordinates and colleagues
- Board of Directors, executives and employees

MCOT Plc. has formulated the news reporting ethics and code of conduct, comprising ethics of news presentations and ethics of news workers to ensure that the news workers in all media operated by the Company conforms to their professional ethics and are conscious of their social responsibilities.

The Company has also defined the practice guideline to protect its employees who file complaints or report any information about illegal acts or breaches of company's regulations, rules and ethical guideline or whistleblower.

8.1 Significant changes and development of corporate governance policy, practice guideline and systems in the past year

The operations of MCOT Plc. have conformed to the good governance principles, and systematic, transparent, and checkable working procedure. In 2023, MCOT Plc. had some significant changes and development in its policy, practice guideline, and corporate governance system as described below.

1. Revising the Company's corporate governance policy for the year of 2023 pursuant to the suggestions of the State Enterprise Assessment Model: SE-AM provided by the State Enterprise Policy Office (SEPO). MCOT Plc. was suggested to set up the responsible persons for the policy of the use of inside information, and connected transactions.

2. Revising the Good Corporate Governance Manual for the year of 2023 to be consistent with the present circumstances and all related rules and regulations.

3. Amending rules and regulations of MCOT Plc. regarding Requirements on Morality, Ethics, and Code of Conduct.

4. A Declaration of Honest Intent on Administration in accordance with the Good Governance Principles.

5. A Declaration of no-gift policy and no receipt of presents from performance of duty.

8.2 Implementation of good corporate governance in other areas

MCOT Plc. Board of Directors has adopted the corporate governance guidelines implemented by the Stock Exchange of Thailand, the Securities and Exchange Commission and the State Enterprise Policy Office in preparing MCOT Plc.'s corporate governance policy which will be implemented by the Board of Directors, executives and employees. The policy will enhance the Company's business efficiency and effectiveness and support its sustainable growth. The Company also prepares charters of specific committee, regulations related to morality and ethics, the ethics of news workers, anti-corruption policy and corporate governance guideline to ensure efficient and legal business operations. At the same time, the Company has to protect the benefits of the Company and shareholders, has the responsibility towards the society and the nation, which is the practice guideline for high-standard organizations and the correct direction. Such guidelines are published and announced for the Board of Directors, executives and all employees acknowledgement and implementation.





7. CORPORATE GOVERNANCE STRUCTURE AND SIGNIFICANT INFORMATION ABOUT THE BOARD OF DIRECTORS, SUB-COMMITTEES, EXECUTIVES, OFFICERS, AND OTHERS

7.1 Corporate Governance Structure

The management structure of MCOT Public Company Limited as of January 31, 2023 consisted of the Board of Directors of MCOT Plc., comprising 7 Committees to handle certain significant matters; namely, Audit Committee, Nomination Committee, Remuneration Committee, Labor Relations Committee, Corporate Governance and Sustainable Development Committee, Risk Management Committee, and Executive Committee whereas the President was the top management of the Company.

7.2 Information about the Board

7.2.1 Composition of the Board of Directors

In accordance with the regulations of MCOT Public Company Limited, the Board consists of:

- at least 5 and up to 15 directors
- at least 1 director with knowledge and expertise in accounting and finance

At present, pursuant to the certificate issued by the Ministry of Commerce, as of December 31, 2023, the Board contained 8 directors comprising:

- 8 non-executive directors, representing 100 percent of the total number of directors.
- 5 independent directors, which exceeds a half of the total board members, representing 62.50 percent of the board.
- 2 female directors, representing 25.00 percent of the total directors



7.2.2 Information about the Board and controlling persons

The Board of Directors of MCOT Plc. as of December 31, 2023 consisted of:

List of Directors	Title	Tenor Period
1. Mr. Teerapong Wongsiwawilas	Chairman	March 15, 2023 – present (First Term)
2. Mr. Chanvit Nakburee	Director	October 25, 2022 – April 11, 2023 (First Term) April 11, 2023 – present (Second Term)
3. Mr. Boonson Jenchaimahakoon	Director	April 25, 2019 – April 21, 2022 (First Term) April 21, 2023 – present (Second Term)
4. Miss Kornpranom Wongmongkol	Independent Director	August 7, 2020 – April 30, 2021 (First Term) April 30, 2021 – present (Second Term)
5. Asst. Prof. Kangwan Yodwisitsak	Independent Director	August 7, 2020 – April 30, 2021 (First Term) April 30, 2021 – present (Second Term)
6. Mr. Phaiboon Siripanoosatin	Independent Director	November 26, 2020 – present (First Term)
7. Asst. Prof. Prasert Akkharaprathomphong	Independent Director	November 26, 2020 – April 30, 2021 (First Term) 30 April 2021 – present (Second Term)
8. Mrs. Yanee Sangsrichun	Independent Director	April 30, 2021 – present (First Term)

List of Directors resigning prior to the end of directorship term

List of Directors	Title	Resignation Date
1. Pol.Gen. Tawitchat Palasak	Chairman	April 11, 2023 (expiration of term)
2. Mr. Sommai Lakananurak	Vice Chairman	April 11, 2023 (expiration of term)
3. Pol.Ltd.Gen. Sirichun Chunsangsawang	Independent Director	April 19, 2023 (65 years of age)
4. Mr. Sirote Ratanamahatana	Director and Acting President	February 4, 2023 (resignation prior to the expiration of term)

7.2.3 Information about roles and duties of the Board of Directors

Authority and Duties of the Board of Directors

In accordance with the regulations of the Company, the Board of Directors shall have the authority and duties of undertaking the Company's business in compliance with laws, objectives, regulations, and resolutions of the shareholders' meeting with integrity, ethics, and business code of conduct, and prudence, and of retaining the maximum benefits of the Company and its shareholders. The duties, responsibilities, and specific authority of directors are explicitly defined in the corporate governance policy of MCOT Plc.

The Board of Directors shall elect one director to be the Chairman. The Board of Directors may elect a director or several directors to be the Vice Chairman if it deems appropriate. The Board of Directors shall have the authority to appoint the Director-General who is nominated in accordance with the procedure and approach established, and other related laws and regulations, or to remove the Director-General from his or her office. If the Board of Directors deems appropriate that the Director-General should hold the title of the President, the actions under Section 4 shall be taken whereas the Director-General shall be called the President.

Duties and Responsibilities of the Board of Directors

1. To define the vision, strategy, corporate core values, and business operation direction.

2. To approve and/or give consent to the Company's policy, working plan, annual budget; and to supervise the management to take actions in line with the policy and working plan established efficiently and proficiently.

3. To consider and approve any significant transactions.

4. To consider and approve and/or give consent to transactions and connected transactions between MCOT Plc. and related

persons in accordance with notifications, requirements, and practice guidelines relating to such matters as stipulated by the Stock Exchange of Thailand.

5. To ensure that MCOT Plc. shall have the accounting system and financial reports in accordance with the generally accepted accounting standards as audited by a reliable independent auditor; and ensure that its financial reports are always up-to-date which can be used to monitor and assess its financial position.

6. To ensure that MCOT Plc. shall have an appropriate assessment, and adequate internal control and internal audit, and efficient and proficient risk management.

7. To appoint, define, and revise the duties, responsibilities, and authority of each sub-committee appointed by the Board of Directors of MCOT Plc. as appropriate and necessary.

8. To seek for some professional opinions provided by external consultants as appropriate and necessary under MCOT Plc.'s cost.

9. To define and revise the approval authority given the Director-General or the President, and the management as appropriate and necessary.

10. To provide the Company Secretary to help take various actions of the Board of Directors of MCOT Plc. in accordance with law on securities and exchange; and to consider and approve and/or give consent to the appointment or removal of the Company Secretary. In this regard, the Company Secretary must hold the qualifications and experience as defined by the Board of Directors.

11. To prepare the Report on the Board of Directors' Responsibility in preparing the Company's financial reports, which shall be disclosed in the Annual Report together with the Auditor's Report. The Report must cover certain significant matters in line with the policy on code of practice for directors of listed companies according to the notification of the Stock Exchange of Thailand.

12. To conduct the board evaluation and sub-committee self-assessment on the yearly basis based on the established procedure.

13. To evaluate the work performance of the Director-General or the President in every six (6) months; and to fix the remuneration for the Director-General or the President in conformity with his or her work performance.

14. To provide the ethical requirements and business code of conduct for directors, executives, and employees; and to supervise their strict compliance.

15. To place certain measures to prevent conflicts of interest between MCOT Plc. and its directors, employees, shareholders, and stakeholders.

16. To refrain from the trading of securities of MCOT Plc. and those of other related listed companies such as a joint venture company or a subsidiary of MCOT Plc. at least one (1) month before notifying the Stock Exchange of Thailand of the information which may take the material effect to the financial status of MCOT Plc., and at least three (3) days after such notification.

17. To promptly report the number of securities of MCOT Plc. held by them, their spouse, and underage children to the Board of Directors or any person assigned by the Board of Directors when first assuming a position of director and on the quarterly basis. This matter must be reported promptly.

18. To provide some appropriate communication channels with every shareholder; and to arrange the assessment regarding the information disclosure of MCOT Plc. to ensure accuracy, clarity, transparency, reliability, and high standard.

19. To be the leader and good model of the best practice, which conforms to the guideline of good corporate governance of MCOT Plc.

20. To take any actions required by any related laws, requirements, and rules that they are under the authority and duties of the Board of Directors.

Authorized Signatory

In according with the Company's regulation, the authorized director to sign for and bind the Company is the President who signs his name with the Company's seal affixed or other two (2) of directors who jointly sign their names with the Company's seal affixed. As of December 31, 2023 the authorized directors to sign for and bind the Company include Mr. Boonson Jenchaimahakoon, and Mr. Chanvit Nakburee, by which two of them who jointly sign their names together with the Company's seal affixed.

Appointment and Removal of the Directors

1. The Company shall have at least 5 and up to 15 directors all elected by the Shareholders' Meeting. The Board of Directors must comprise at least three (3) members of the Audit Committee. Not less than half (1/2) of the total number of the directors shall reside in the Kingdom of Thailand, and all of them shall legally hold qualifications and no characteristics prohibited by laws. At least one (1) director shall have knowledge and skills in accounting and finance. As of December 31, 2023, the Board of Directors consisted of 8 directors, comprising 5 independent directors and 2 female directors. All of them had residence in the Kingdom of Thailand. There were 4 directors who had expertise, knowledge, and experience in accounting and finance including Mr. Chanvit Nakburee, Miss Kornpranom Wongmongkol, Asst. Prof. Kangwan Yodwisitsak, and Mrs. Yanee Sangsrichun.

2. The directors shall be elected by the shareholders' meeting. The Nomination Committee shall select and nominate persons holding appropriate qualifications to the Board of Directors pursuant to the following rules and procedure:

- (1) a shareholder shall have a number of votes equal to the number of shares of which he or she is in possession.

- (2) a shareholder may cast all of his/her votes as specified in (1) to elect one director or more candidates, but the number of votes given to each candidate cannot be greater nor lesser than the number of votes given to the other(s).
- (3) The persons successively receiving the highest number of votes will be elected as directors until the permissible number of directors in the particular election is reached. In the case of an equal number of votes given to more than one candidate, which causes the number of directors to be greater than the permissible number, the Chairman shall cast the decisive vote.

3. In every annual general meeting of the Company, one-thirds (1/3) of the Company's directors shall resign by rotation. Should the number of directors to be resigned by rotation not be divisible by three (3), the number of directors closest to one-thirds (1/3) of all directors shall resign in the first year. In the second year of the registration from the Company, the directors shall draw lots to determine as to who shall resign from the directorship. In the third and subsequent years, the longest-serving directors shall resign. Directors who resign by rotation may be re-elected and thus resume the office accordingly.

4. In case of vacancy of directorship other than term completion, the Board must elect a person possessing qualifications and no prohibited characteristics as prescribed by the Company's Articles of Association to serve as one at the next board meeting unless the remaining term of the director in question is less than two (2) months. The resolution of the Board of Directors requires votes for not less than three-fourths (3/4) of the remaining directors. Substituting directors can remain in office only for the remaining period.

5. A director may resign from his/her office by submitting a resignation letter to the Company. His or her resignation shall become effective upon the date the letter arrives at the Company.

6. A resolution for resignation of any director prior to his/her term completion requires votes at least three-fourths (3/4) of the total shareholders present at the meeting and eligible to vote, and holding shares, when combined, not less than half (1/2) of shares held by all shareholders who attend the meeting and are eligible to vote.

Qualifications of Directors

A director shall possess the qualifications with no prohibited characteristics as required by Public Limited Companies Act, Act on Standard Qualification of Committee Members and Officials of State Enterprise, B.E. 2518 (1975) as amended, and related resolutions of the Council of Ministries, as follows:

- (1) Being not more than 65 years of age;
- (2) Not having been sentenced by a final judgment to imprisonment, except for a sentence for an offence committed through negligence or a petty offence;
- (3) Not being a political official, except for holding a directorial position pursuant to a provision of law;
- (4) Not being a person holding any position in a political party or an official of political party;
- (5) Not having been expelled, dismissed, or removed from work on the ground of dishonest performance of duties;
- (6) Not being a person holding any position in a juristic person in which such state enterprise holds shares, except where entrusted by the board of directors of such state enterprise to hold a directorial position or other position in the juristic person in which such state enterprise holds shares;
- (7) Not being a director or an executive or a person having authority in the management or an interest in a juristic person who is a concessionaire or joint venture party, or having an interest relating the undertakings of such state enterprise, except for being a chairperson of the board of directors, director or executive by entrustment of such state enterprise;

(8) An independent director shall possess the qualification on independence in accordance with the notification of the Stock Exchange of Thailand regarding the qualifications and scope of operations of the Audit Committee;

(9) Not holding the positions of directors in more than three state enterprises, inclusive of being ex officio directors and entrustments to perform official duties on behalf of others as directors.

MCOT Plc. supervises to ensure that one-thirds of the total directors of the Company are the persons who have been listed in the Director Pool provided by the Ministry of Finance. As of December 31, 2023, 5 out of 8 directors of MCOT Plc. have been listed in the Director Pool.

7.3 Information about Sub-committees

The Sub-committees were specified below.

1. The Audit Committee

1) Asst. Prof. Kangwan Yodwisitsak	Chairman
2) Mrs. Yanee Sangsrichun	Member
3) Miss Kornpranom Wongmongkol	Member
4) Senior Vice President, Internal Audit Office	Secretary

All 3 members of the Audit Committee have engaged adequate knowledge and experience to review the reliability of the financial statements of the Company. Asst. Prof. Kangwan Yodwisitsak completed the master degree in business administration in the marketing and finance program from Sasin Graduate Institute of Business Administration of Chulalongkorn University; Mrs. Yanee Sangsrichun completed her bachelor degree in business administration (accounting) from Ramkhamhaeng University; and Miss Kornpranom Wongmongkol has engaged experience in finance, banking, management, and business administration.

Authority and Duties

- (1) Review the company's financial reporting process to ensure that it is accurate and adequate.
- (2) Review to ensure that the company has appropriate and efficient internal control and internal audit systems. Also consider the independence of internal audit unit, approve an appointment, transfer, or termination of the head of internal audit unit, or any other units in charge of an internal audit.
- (3) Review to ensure that the company is compliance with SEC's laws, SET's regulations, and other related business laws.
- (4) Consider, select, and nominate independent persons to act as auditor, suggest the remuneration, and attend non-management meeting with the auditor at least once a year.
- (5) Consider the connected transactions or the transactions that may cause conflicts of interests, making them in line with the laws and SET's regulations. This is to ensure such transactions are reasonable and for the highest benefit of the company.
- (6) Prepare an audit committee's report and disclose it in the company's annual report. The report must be signed by the audit committee's chairman and consist of at least
- (7) Other operations as assigned by the board of directors, and approved by the audit committee

2. The Nomination Committee

1) Asst. Prof. Kangwan Yodwisitsak	Chairman
2) Mrs. Yanee Sangsrichun	Member
3) Asst. Prof. Prasert Akkharapathomphong	Member
4) Senior Vice President, Human Resource Office	Secretary

Authority and Duties

- (1) To review the present structure of the Board of Directors of MCOT Plc. to ensure its strategic appropriateness, and to propose improvement guideline and nomination procedure to conform to such structure.
- (2) To establish the nomination procedure for directors, the President, high-ranking executives, advisors to directors, advisors to sub-committees, advisors to the Director-General or the President or those who assume similar responsibilities but their titles are called differently, who may be newly appointed or substitute those whose term of office is completed or those retiring by other reasons with transparency and compliance with related criteria and regulations.
- (3) To select and nominate qualified persons whose characteristics are in compliance with relevant laws and regulations to be directors of MCOT Plc., or to nominate President, high-ranking executives, advisors to directors, advisors to Committees, advisors to the President or those who assume similar responsibilities but their titles are called differently, to be newly appointed directors or to substitute the directors whose term is completed or those retiring for other reasons, which shall be proposed to the Board of Directors of MCOT Plc. or to the General Annual Meeting of Shareholders of MCOT Plc. for approval on a case-by-case basis.
- (4) To perform any other duties as assigned by the Board of directors.

3. The Remuneration Committee

1) Miss Kornpranom Wongmongkol	Chairman
2) Mr. Chanvit Nakhburee	Member
3) Mrs. Yanee Sangsrichun	Member
4) Senior Vice President, Human Resource Office	Secretary

Authority and Duties

- (1) To propose the remuneration payment criteria and pattern as well as the remuneration amount for directors under fair and reasonable criteria and method to be in line with their responsibilities, work performance, the Company's operating results and business size as well as the normal practice adopted in the same business to the Board of directors for consideration for further submission to the shareholders' meeting for approval.
- (2) To consider the guideline of remuneration payment, and to propose the remuneration for the Director-General/President, advisors to directors, advisors to Committees, advisors to the Director-General/President or those who assume similar responsibilities but their titles are called differently to the Board of Directors.
- (3) To determine the performance evaluation criteria and procedure in compliance with the Management Contract for the position of the President as follows:
 - (3.1) determine goals and KPIs to be attained by the Director-General/President of MCOT Plc. under the benchmark timeframe.
 - (3.2) assess the Director-General/President's performance in accordance with criteria and conditions as specified in the Management Contract under the benchmark timeframe, and report it to the Board of directors.
- (4) To consider the remuneration payment criteria and pattern for other high-ranking executives at the level of Senior Vice President or higher under fair and reasonable criteria and procedure, and propose them to the Board of directors for approval.
- (5) To perform any other duties as assigned by the Board of directors.

4. The Risk Management Committee

1) Asst. Prof. Prasert Akkharapathompong	Chairman
2) Mr. Phaiboon Siripanoosathien	Member
3) Mr. Chanvit Nakburee	Member
4) The President	Member
5) Senior Vice President, Office of Corporate Strategy	Secretary

Authority and Duties

- (1) To establish the risk management policy, strategy and practice guideline to cover all key risks and to be relevant to the Company's corporate strategy, which shall be proposed to the Board of Directors for consideration.
- (2) To screen the risk management plan that should specify sources of risk, risk measurement tools, work performance measurement criteria, mechanism of work monitoring and evaluation, reporting and risk control to ensure that they are at the suitable and acceptable level.
- (3) To ensure adequacy of risk management policy, strategic plan, implementation plan, and system as well as efficiency and proficiency of the operating system and compliance with the preset risk management policy.
- (4) To institute the corporate risk management structure to be in line with the organization's working procedure and structure.
- (5) To supervise and monitor the implementation of risk management plan, policy, strategic plan and operating plan; and to consider the actual operating results by comparing them with the work plan or determined targets at least in each quarter.
- (6) To submit the report to the Audit Committee for matters to be improved and remedied so that the corporate risk management will be better integrated and meets the risk management standards in accordance with criteria required by the Ministry of Finance, as well as criteria formulated by the Stock Exchange of Thailand and other international standards.
- (7) To regularly communicate with the Audit Committee regarding the Company's key risks for work integration.
- (8) To appoint the working group to enrich efficiency of risk management tasks as it deems necessary and appropriate.
- (9) To perform any other work specifically assigned by the Board of Directors of MCOT Plc.

5. The Corporate Governance and Sustainable Development Committee

1) Asst. Prof. Prasert Akkharapraphomphong	Chairman
2) Miss Kornpranom Wongmongkol	Member
3) – vacant –	Member
4) Vice President, Corporate Secretary Department	Secretary

Authority and Duties

- (1) To formulate and regularly revise the Corporate Governance Policy, the Policy on Sustainable Business Development, the Anti-corruption Policy, the Handbook for Corporate Governance Compliance and Sustainable Business, requirements on ethics and code of conduct under legal framework, resolutions of the Council of Ministers, criteria, rules and regulations currently stipulated by supervisory organizations such as The Stock Exchange of Thailand, The Office of the Securities and Exchange Commission, The State Enterprise Policy Office, The Ministry of Finance, supervisory ministries and other related agencies as well as corporate governance guideline under international standards, and to propose the best practices for directors, management and employees to the Board of Directors of MCOT Plc. for approval.
- (2) To regulate, and give advice on policy and guideline of encouraging the directors, management and employees to perform duties and to have responsibilities in accordance with the Corporate Governance Policy, the Policy on Sustainable Business Development, the Anti-corruption Policy, and to comply with the best practices, business ethics and code of conduct of MCOT Plc.
- (3) To regularly deliberate, and revise the strategy, work plan, and target of the corporate governance and sustainable development to ensure that they involve the economic, social, and environmental regimes, which shall give balance and best interest to the Company, stakeholders, and which shall be consistent with the best practices under the sustainability standards.
- (4) To follow up and assess the work performance in respect with the corporate governance and sustainable development, which must also fit to the business circumstances, laws or best practices, and advice from various institutions.
- (5) To follow and evaluate the work performance of the directors and executives of MCOT Plc. pursuant to the best practices as defined in the Corporate Governance Policy, the Policy on Sustainable Business Development, and the Anti-corruption Policy. The corporate governance and sustainable development evaluation shall be done on the yearly basis whereas the evaluation result shall be proposed to the Board of Directors of MCOT Plc. within January of the following year. Certain comments and recommendations may be also given if necessary.

- (6) To review the Corporate Governance and Sustainable Development Charter, at least once a year, to ensure that it is updated and complies with applicable international standards, laws, rules and regulations.
- (7) To formulate the Corporate Social Responsibility (CSR) Policy, either short-term or long-term, to be proposed to the Board of Directors for approval before the end of each fiscal year; and to monitor the CSR implementations.
- (8) To perform any other duties assigned by the Board of Directors.

6. Labor Relations Committee

1) Mr. Boonson Jenchaimahakoon	Chairman
2) 9 members	Member
3) 9 members	Member (employee)
4) Vice President, Human Resource Office	Secretary
5) Manager, Human Resource Management Division	Assistant Secretary

Authority and Duties

The Labor Relations Committee shall have authority and duties as specified in Section 22 and 23 of the State Enterprise Labor Relations Act, B.E. 2543 (2000) as follows:

- (1) To provide opinions on the improvement of the Company's operation effectiveness; and to promote and develop the Company's labor relations.
- (2) To reconcile and settle the conflicts arising out in the Company.
- (3) To review working rules and regulations to benefit the employer, employees as well as the Company itself.
- (4) To discuss and find solutions based on complaints from employees or the Labor Union, including complaints relating to disciplinary punishment.
- (5) To give advice for the improvement of employment condition.
- (6) To implement and cooperate to gain effectiveness and protect the company's interest.

7. The Executive Committee

1) Mr. Chanvit Nakburee	Chairman
2) Mr. Boonson Jenchaimahakoon	Member
3) Mr. Phaiboon Siripanoosatien	Member
4) The President	Member
5) Senior Vice President, Office of the President	Secretary
6) Vice President, Corporate Secretary Department	Assistant Secretary

Authority and Duties

- (1) To screen works, and give advice on the operations of MCOT Plc. to conform to the working plan and policy defined by the Board of Directors.
- (2) To screen the business plan and investment plan of MCOT Plc.
- (3) To screen the strategic plan, operating plan, and key indicators, and financial performance of MCOT Plc.
- (4) To screen works relating to new businesses and innovation, human resource management, digital technology, and legal matters of MCOT Plc.
- (5) To screen the procurement of any products and services that are beyond the budget limit to be approved by the President and to be proposed to the Board of Directors for approval.
- (6) To monitor certain significant works assigned by the Board of Directors.
- (7) To perform any other actions as assigned by the Board of Directors.

7.4 Information about Executives

7.4.1 Succession Plan for Executives

MCOT Plc. has taken many actions to ensure that its recruitment system is able to recruit the skillful and capable personnel to succeed key management positions at all levels properly. The Company encourages the preparation of succession/replacement plan for positions at the level of department manager and higher. The succession plan also includes the training courses for the development of executives at the level of division manager and higher to create the management pools, and to prepare the Company's senior officers to be the new management. The recruitment process is as follows:

1. To establish the succession plan project in the next 5 years to formulate the Company's strategic plan on human resource management and development. This is to ensure that the Company's personnel are well-prepared to become the successor at the level of executives and key positions.
2. To consider the positions to which the qualified and competent persons listed in the Successor Pools must be selected to replace some retired personnel.
3. To prepare the Company's personnel at the level of the Division Manager and higher to have skills and abilities, up-to-date vision, and superior management ability to replace those who will be retiring. In this regard, leadership and business skills will be focused on, which must be consistent with their managerial competency.

4. To prepare the Company's senior and high-competence staff members to have business knowledge, use management tools precisely, and transfer their working experience and knowledge to the working team so that they are ready to be the Company's new management who would engage the leadership skills and management skills by focusing on essential tools such as Job Assignment, Project Assignment, and Knowledge Sharing, etc. The project attendants would learn by doing to ensure that they are able to perform their work efficiently.

7.4.2 Remuneration Policy for Executives

Remuneration for Executives

• Remuneration for the Director-General or the President

The Director-General or the President's remuneration is clearly and transparently determined by the Remuneration Committee. Such remuneration shall conform to the remuneration standard of other companies in the same industry and other leading listed companies on the SET, duties and responsibilities of the Director-General or the President, Company's operating results, and annual performance evaluation results. The remuneration of the Director-General or the President must be proposed to the Board of Directors for approval.

The Remuneration Committee also has duties of assessing the work performance of the Director-General or the President in accordance with criteria and conditions specified in the Management Contract for the position of the Director-General or the President of MCOT Plc. to ensure that his or her work performance would achieve the established goals and indicators based on the state enterprise evaluation system, business plan, and corporate strategic plan, either short or long term; and of assessing his or her management competence. The work performance assessment of the Director-General or the President shall be reported to the Board of Directors of MCOT Plc. to ensure that fixing of the remuneration for the Director-General or the President is precise, transparent, and relevant to his or her work performance, to arouse the Company's good corporate governance. The assessment result will be further used for his or her work improvement.

• Remuneration for Top Executives

The Remuneration Committee takes account of defining the guideline and criteria on fixing the salary and annual bonus for top executives of MCOT Plc. in titles of Executive Vice President and Senior Vice President. The Director-General or the President shall consider each executive's work performance by specifying the targets and indicators linked to work performance of those executives based on the state enterprise evaluation system defined by the Ministry of Finance and corporate strategic plan. The evaluation factors also involve the work quality, work responsibility, vision in conformity with corporate goals, abilities to adopt the corporate strategy for changing circumstances, management, abilities in assessing situations and planning, assignment, decision-making and problem-solving, leadership, abilities in building learning process, developing subordinates, and team-forming, interpersonal relations, coordination, cooperation, discipline, and integrity.

The overall remuneration of the President, first top four executives of the Company, and every person in titles equivalent to the executive in the fourth order after the President of the Company, as well as the Company's executives in the accounting or financial line, which are in conjunction with the Security and Stock Exchange Laws was listed below.

Year 2023		
Remuneration for the President and executives according to the criteria of the SEC	Persons	Amount (Baht)
Salary	4	9,326,745.00
Position Allowance	4	2,233,451.61
Wage Administrative	4	398,571.43
Compensation cost on vacation	4	606,145.42
Other allowance	4	119,471.83
Total		12,684,385.29

7.5 Information about Employees

Number of employees and remuneration

As of December 31, 2023, the Company employed 905 employees with 4 top executives and 9 executives in the position of Senior Vice President (excluding the President and Senior Vice President). MCOT Plc. has engaged other 892 employees in positions of supporting officers up to the Department Director. All employees may be divided subject to the line of supervision as follows:

	Line of Supervision	Manpower (person)
1.	Sales and Marketing	115
2.	Product	581
3.	Special Affairs	43
4.	Corporate Management	115
5.	Report directly to the President	32
6.	Report directly to the Audit Committee	6
	Total	892

Remuneration for personnel (excluding the President and top executives) in 2019 – 2022

Unit : Baht

Remuneration	Year 2021	Year 2022	Year 2023
Total salary	446,510,394.76	416,311,785.95	424,559,402.08
Total bonus	-	-	-
Contribution to Provident Fund	30,668,314.41	28,388,655.61	28,689,935.22
Others (if any)	114,555,811.35	120,771,444.78	111,478,769.43
Total	591,734,520.52	565,471,886.34	564,728,106.73

MCOT Plc. fixes the remuneration for employees based on its short-term and long-term operating performance through the performance management carried out continually and systematically to ensure that the corporate operating performance would attain the business goals, and conform to the performance assessment based in the state enterprise quality assessment system. The focus is to shape the performance goals at the corporate level, agency level, and individual level in the same direction and consistently to the Company's business strategy in order to drive its operating performance to meet the goals under the rehabilitation plan of MCOT Plc.

MCOT Plc. shall take account of the employees' salary increase based on the individuals' work performance evaluation carried out once a year. In this regard, Key Performance Indicator System (KPIs) are used to assess the individual performance assessment, and to fix remuneration for employees. Such KPIs may be divided into 2 main types: Corporate KPIs; and Agency KPIs/Individual KPIs. The Individual KPIs must be linked to the strategic plan/ rehabilitation plan/ revenue action plan/ controllable expenses or project/work plan assigned based on the routine work plan, as well as job description, which must match with the present work performance (short term), and long-term rehabilitation plan of MCOT Plc. as targeted.

Provident Fund

In 1995, the Company established the Registered Provident Fund of MCOT Public Company Limited because the Mass Communication Organization of Thailand was transformed to be MCOT Public Company Limited by virtue of the State Enterprise Capital Act, B.E. 2542. As a result, the name of the Provident Fund must be changed whereas some obligations were amended as appropriate. The Company has contributed to the Fund on the monthly basis between 5 – 10% of the basic salary of employees.

The Provident Fund is a fund separated from other assets of the Company. It is administrated by Kasikorn Asset Management Company Limited. The employees shall receive money from the Provident Fund upon the end of employment in accordance with the Fund's obligations.

Length of Service	Company's Contribution (percentage of salary)	Employees' Contribution (percentage of salary)
Membership term not more than 5 years	5	3 – 15
Membership term more than 5 years, but not over 10 years	7	
Membership term more than 10 years, but not over 20 years	9	
Membership term longer than 20 years	10	

As of December 31	Number of Employees (person)	Amount of Contributions (Million Baht)
2021	765	30,668,314.41
2022	708	28,388,655.61
2023	665	28,689,935.22

Other remuneration

MCOT Plc. has offered a package of welfare and remuneration apart from salary, bonus, and contributions to the Provident Fund for its employees such as commission fee, station management fee, professional fee, hardship supplement and risk premium, etc. The remuneration payment policy is in conformity with both short-term and long-term operating results of MCOT Plc. together with economic circumstances, cost of living, standard remuneration in the same business, and the Company's operating results. The Economic Value Management (EVM) and the Key Performance Indicator System (KPIs) have been collectively applied, which were linked with the Company's operating performance, work performance of each department, and individual work performance, in considering the payment of remuneration and bonus to the Company's executives and employees.

MCOT Plc. requires that the remuneration payment must be revised to be in line with various factors relating to economic circumstances, cost of living, standard remuneration in the same business, and the Company's operating results. The Company's bonus payment shall depend on its operating performance in each year as well as individual work performance.

Personnel Development and Training

MCOT Plc. focuses on becoming the sustainable organization by developing and improving its management system and human resource development. This aims to improve the employees' working skills and capacity based on the Company's business operation goals, and to make them have the professional progress.

MCOT Plc. has taken account of consistency and other factors relating to the personnel development such as vision, corporate values, core competency, business recovery plan of MCOT Plc. on 2023 – 2027, human resource management plan on 2023 – 2025, competency gap assessment, and other plans relating to human resource development. MCOT Plc. also arranged the meetings with

several agencies to obtain more details for planning the personnel learning and development, which must cover the Company's necessity and demand, the development of employees at all levels starting from top management, middle management, first-line supervisor, employees at the practitioner level, and new recruited employees, who must be developed to engage knowledge, ability, and competency subject to the operations of the organization. Meanwhile, the good health of all employees is also promoted so that they can run their tasks efficiently, respond to any changes to be occurred happily, and drive the organization to reach the goals.

The circumstances in the society have changed the working pattern. The work responsibility and procedures must be rapid, and respond to the business operation promptly. The skill development, therefore, is necessary and must be consistent with the demand and direction of human resource management. In 2023, the Company prioritized the development of digital literacy so that its employees would have certain basic skills to use the existing tools, equipment, and technology to enhance the maximum benefits, to communicate, to perform work, to upgrade the working system of the Company, and to enhance the value creation and economy of scale. The digital technology has led to changes in culture and human behaviors. Learning and development now depend on individuals' interest and competency. One can learn and receive news from several sources simultaneously. We pay more attention to image, sound, video, game, and online social media than alphabet. Things can be linked together in several dimensions and they have interactions immediately; thus, learning go on so quickly. In addition, the pandemic of COVID-19 made the personnel developments have adaptation to be in line with the present circumstances. The social networking and video-streaming are used for learning, development, idea sharing, and learning anywhere and anytime.

From the context above, the personnel development is an important factor taking effect to competitiveness of the organization. The profitability of MCOT Plc. would be possible if the personnel competency in all dimensions is shifted pursuant to the human resource development. The personnel must be developed in terms of knowledge, skills, and attitude by creating their upskills, reskills, and new working skills so that they are well-prepared for changes to be incurred. The personnel development plan of MCOT Plc. in 2023, therefore, focused on developing the personnel in terms of business administration, knowledge and skills in the digital business, design thinking, creative thinking or innovative thinking, development of new businesses, and development of entrepreneurial mindset to enhance the innovation development in the organization as well as the development of digital mindset and digital skills, creation of database, and analysis of significant information to be used in the management decision - making (Data Analytics) and to support the digital organization.

The personnel development of MCOT Plc. in 2023 was designed and planned from the analysis of knowledge and skills necessary for the business operation at present and in the future, changing circumstances in technology and environment as stated above, as well as personnel's ability necessary for the work operation. Such personnel development would be also in line with the business recovery plan of MCOT Plc. on 2023 - 2027, and with the human resource management plan on 2023 - 2025. Meanwhile, the corporate values and core competency of the Company were promoted as well. The personnel development focused on improving knowledge, ability, and essential skills in the employees. The development programs may be divided into 7 groups as follows:

1. Corporate Strategy-based Development
2. Leadership and Management Development
3. Development for Successor Pool and Talent Pool
4. Development of MCOT+S and Core Competency
5. Job Family: Functional Competency Development
6. Development for New Employees and Program Development based on law, corporate policy, and organization sustainability
7. Other development programs

The learning and development patterns have been adjusted to make the personnel development more diverse. The average development hours of the employees were 13.97 hours per person per year. Non-classroom training development was also added under the learner centered concept where the learners would drive activities and have action learning. In learning, the employees would gather information sources from inside and outside, share knowledge in the organization (Community of Practices: CoPs), and capture knowledge base and skills together in the organization to obtain essential knowledge for the business operation of the organization (Knowledge Management: KM). The learning and skill development through the digital platform were more focused on, e.g. Virtual Class for two-way real time communications, or E-Learning that is a kind of self-learning. These programs were designed in conjunction with the learning behaviors at present and in the future, and facilitate the employees who could approach the learning and skill development anywhere, anytime, any devices from internal and external learning sources. In 2023, the Office of Human Resources gave more communications and public relations to the employees about issues beneficial to their working and living at present and in the future in forms of poster and video clip through various public relation channels and social media like public relation board, FB Group, E-mail, etc.

Conclusion on Employee Development statistics

Unit: hours /person/year

Training hours/person/year	2021	2022	2023
Employees and executives	41.85	41.01	13.97

Unit: Baht/person/year

Training cost /person/year	2021	2022	2023
Employees and executives	2,769.38	1,535.70	1,611.30

7.6 Other Significant Information

Company Secretary

The Board of Directors of MCOT Plc. appointed Mr. Pornchit Piamsri, Vice President, Corporate Secretary Department, to be the Company Secretary on January 1, 2021 whereas the Corporate Secretary Department shall support and be responsible for work management to meet the highest efficiency, and to comply with the Securities and Exchange Act, and the principle of good governance for listed companies. The Company Secretary shall be responsible for the following matters:

- (1) To take the following actions in accordance with Section 89/15 of the Securities and Exchange Act:
 - Preparing and keeping the following documents:
 - a register of directors;
 - a notice calling director meeting, a minute of meeting of the board of directors and an annual report of the company;
 - a notice calling shareholder meeting and a minute of shareholders' meeting;
 - Keeping a report on interest filed by a director or an executive;
 - Performing any other acts as specified in the notification of the Capital Market Supervisory Board.
- (2) To provide advice; and to support the affairs of the Board of Directors in respect with related laws, rules, and practice to ensure completeness, efficiency, compliance with law, rules and regulations of the Company, and good practice.
- (3) To oversee the Company's operations to ensure they conform to the principle of good governance; and to monitor the implementation of the policy and advice given by the Board of Directors.
- (4) To over the Board of Directors and management to ensure that they abide by all related laws and rules; for example, the Public Companies Act, the Securities and Exchange Act, requirements and notifications of the Stock Exchange of Thailand, and the Office of Securities and Exchange Commission, Organic Act on Counter Corruption B.E. 2542, and other related resolutions of the Council of Ministers.
- (5) To oversee the Board of Directors and management to perform work accurately and prudently by taking account of rights and fair treatment of shareholders.
- (6) To communicate with shareholders and take care of them appropriately.
- (7) To communicate with all related regulatory agencies.

More details are disclosed in the profile of executives in Attachment 1.

Person directly assigned for controlling accounting records

The person directly assigned for controlling accounting records of the Company is the person holding the position of the Senior Vice President, Office of Accounting and Finance. At present, Miss Krisana Ubolpheng has been appointed to control the accounting records since October 1, 2017. She holds the qualifications and criteria of accounting record in accordance with the criteria defined by the Department of Business Development. More details are disclosed in the profile of executives in Attachment 1.

Internal Audit Head

The Senior Vice President, Internal Audit Office, is assigned to be the Internal Audit Head. Mr. Khajohnsak Jaturapattaranon has appointed as Senior Vice President, Internal Audit Office, since March 25, 2015.

The Audit Committee shall have the authority and duties, according to the Charter of the Audit Committee, to consider and provide opinions to the Board of Directors about the appointment, transfer, promotion, and work performance assessment of the Internal Audit Head.

(Details about the profile, qualifications, education, and experience of the Internal Audit Head appear in Attachment 3)

Compliance Head

The Company assigns Mr. Kriengsak Kangwanwong, Vice President, Office of Law and Compliance, to be responsible for and control the operations of the Office of Law and Compliance while the Division of Law and Compliance shall oversee the compliance with criteria, rules and laws relating to the business operation of Company to ensure that its compliance is accurate and efficient. More details are disclosed in the profile of executives in Attachment 1.

Investor Relations and Contact Head

The person assigned to hold the position of the Investor Relations Head is Mr. Pornchit Piamsri, Vice President, Corporate Secretary Department, effective since January 1, 2023. The general investors may contact the Investor Relations Division at 0 2201 6454, 0 2201 6491 or E-mail Address: ir@mcot.net.

Audit Fee

The Audit Committee has a duty for the selection, nomination for appointment, and dismissal of the Company's auditor, and for consideration of the audit fee, which shall be proposed to the shareholders' meeting by the Board of Directors. In the 2023 Annual General Meeting of Shareholders, held on April 11, 2023, the Shareholders' Meeting passed the resolution to appoint EY Office Company Limited to be the Company's auditor, which held the qualifications in accordance with the notification of the Office of the Securities and Exchange Commission. The audit fee for the year of 2023 (January - December, 2023) was Baht 2,195,000. Except such audit fee, the auditor would not obtain any other service fees.

EY Office Company Limited holds independence with no relationship or interest with any subsidiaries/ associates of the Company, its executives, major shareholders or other persons related to such persons.

8. REPORT OF SIGNIFICANT PERFORMANCE ON CORPORATE GOVERNANCE

8.1 Summary of the Board of Directors' Performance

8.1.1 Recruitment, development and performance assessment of Directors

1. Independent Directors

MCOT Plc. requires its independent directors to hold not more than 0.5 percent of the total number of paid-up shares of the Company, its subsidiaries, associated companies or juristic persons whose act may cause any conflict of interest. This also includes the shares held by related persons in accordance with Section 258 of the Securities and Exchange Act. The shareholding of directors shall be in accordance with the shareholding ratio as stated in the Standard Qualifications of State Enterprise Directors and Official Act, which is stricter than the minimum requirement in the Notification of the Capital Market Supervisory Board which requires the minimum shareholding ratio of no more than 1 percent of the total shares with voting rights of the Company, subsidiaries or juristic persons that may have conflict of interest, including shares held by related persons.

- **Qualifications of Independent Directors**

Independent Director means a director who has freedom to express opinion and has the qualifications eligible for directorship which is higher than the minimum qualifications stipulated by the Office of Securities and Exchange Commission (SEC), and the Stock Exchange of Thailand (SET) as follows:

1) Holding not more than 0.5 percent of the total number of the paid up shares of the Company, its subsidiaries, associated companies or juristic persons who may have conflict of interest, including shares held by related persons in accordance with Section 258 of the Securities and Exchange Act.

2) Having no involvement in the operations, and shall not be an employee, a worker or an advisor who receives fixed salary, including the authorized person of the Company, subsidiaries, associated companies, subsidiaries in the same level or juristic person that may have conflict of interest during the two years prior to the appointment as director.

3) Having no relationship either by blood or by means of official registration as father, mother, spouse, sibling, and/or child, nor being the child's spouse, with any of the management, major shareholders, authorized persons, or any persons who shall be nominated an executive or authorized person of the Company or its associated companies.

4) Having no business relations with the Company in the form of other professional services such as legal advisor, financial advisor, asset appraiser, etc., the transaction value covering all types of business transactions, such as regular transactions, real-estate lease/rent, transactions pertaining to assets/services, as well as those pertaining to granting or receiving financial assistance.

5) Not being a director appointed to be a representative of the Company's director, majority shareholders or shareholders who have relationship with the Company's majority shareholders.

6) Having no other characteristics that may prevent them from expressing their opinions independently.

7) Being a director possessing the qualifications item 1 – 6 mentioned above who may be assigned by the Board of Directors to make collective decisions on the operations of the businesses of the Company, its subsidiaries, associated companies, subsidiaries in the same rank or juristic persons that may have conflicts of interest.

- **The segregation of the Chairman and President**

Independence of the Chairman of the Board of Directors

The Chairman of the Board and the Director-General or the President must be separate persons for a balance of duties and responsibilities in governing the business and administering routine affairs. MCOT Plc. sets independence as the top priority for the selection of the Chairman of the Board. The Chairman of MCOT Plc., who must be a non-executive director, is required to hold leadership, and take an important role in making decision on the Company's policies resulted by meetings of the Board of Directors in which the Company's corporate objectives are jointly formulated with its executives. The Chairman also has a duty of controlling the board meetings to ensure meeting effectiveness and fruitfulness by encouraging all directors to contribute to the meetings, and supporting the MCOT executives' operations through the President or the Director-General. The Chairman shall hold no position in any Committees appointed by the Board of Directors of MCOT Plc.

At the Board of Directors Meeting No. 9/2023 dated May 10, 2023, the Board of Directors appointed Mr. Teerapong Wongsawilas, Director, as the Chairman of the Board of Directors, effective on May 10, 2023 onwards. The State Enterprise Policy Office Committee already approved the appointment, which complies with the appointment of directors

in state enterprise process according to the Cabinet resolution dated August 6, 2019, and the corporate governance principle of listed company (CG CODE) 2017. This has ensured that the Chairman of the Board of Directors fully maintains independence and ensure public confidence of transparent operations with care for all stakeholders.

2. Nomination of Directors and Top Executive

2.1 Nomination

In 2023, MCOT Plc. nominated and appointed a new director to replace the director who resigned from office before the end of the term; namely, Mr. Teerapong Wongsawilas, and reappointed a director who vacated office at the end of his term; namely, Mr. Chanvit Nakburee. MCOT Plc. also reserved the right for vacancy of 3 directors from their expiration of term in the 2023 Annual General Meeting of Shareholders. The candidates would be nominated for directorship in the next Annual General Meeting of Shareholders.

The process of director nomination is detailed in Section 2 Corporate Governance under "Additional agenda proposing and nomination of director" and in item No. 7.3 (2) "Nomination Committee".



2.2 Nomination of President and Successor

Being a state enterprise, MCOT Plc. must comply with the Standard Qualities of State Enterprise Directors and Employees Act in nominating and appointing the President/Director-General. The nominated person shall have the qualities stated in Section 8 ter and the nomination process shall be conducted in according to Section 8 quarter. MCOT Plc.'s Board of Directors is responsible for appointing the Nomination Committee comprising five members, who have the qualifications and shall not have prohibited characteristics as stated by laws, to be responsible for nominating a person who has knowledge, capability and experience appropriate to be MCOT Plc.'s executives who also have the required qualities and shall not have prohibited characteristics as required by laws or shall not be a director of MCOT Plc. except the executive who becomes a Director by position, and shall not be over 58 years old on the application date. The Nomination Committee shall propose appropriate persons to be nominated to the person who has the authority to appoint the executive. The entire process shall be done within one year after the former executive is out of office. The contract period shall not be longer than four years. In case the Board of Directors intends to continue contract with the person whose term already ends, no nomination process is required. The nominated person who is re-appointed as the Company's

top executives shall not hold the top position for more than two terms. Details about executive successors is published in Section 2 Corporate Governance, under "7.4 Information about Executives".

3. Development of MCOT Plc.'s Directors

The Board of Directors has continuously conducted self-development through participation in seminars/trainings/meeting with the Thai Institute of Directors, the Stock Exchange of Thailand, the Securities and Exchange Commission, the Thai Listed Companies Association, National Governance Commission, King Prajadhipok Institute, and other organizations to apply the knowledge to perform their duties for the benefits of MCOT Plc.

Every director of MCOT Plc. is entitled to be a member of the Thai Institute of Directors (IOD) for a period of 3 years. The privileges of the IOD member include the receipt of information about knowledge development, the participation in network activities in respect with the good governance, good practice in respect with ESG, rights in participating in many seminar and meeting programs held to promote knowledge and to share experience given by many experienced well-recognized persons in economy and law. This membership is free of charge throughout the term of directorship in MCOT Plc.

All directors of MCOT Plc. are the persons who are screened carefully and appropriately that they are the experts with knowledge, ability, skill matrix, and experience beneficial to the business operation of MCOT Plc. All directors who passed the fundamental training programs for directors and sub-committees on the good governance principle are as follows:



Directors of MCOT Plc.	IOD Programs
Mr. Teerapong Wongsawilas Chairman	<ul style="list-style-type: none"> - Director Leadership Certification Program (DLCP), Class 6/2022 - Board Nomination and Compensation Program (BNCP), Class 13/2022 - Director Certification Program (DCP), Class 246/2017
Mr. Chanvit Nakburee Director	<ul style="list-style-type: none"> - Role of the Chairman Program (RCP), Class 48/2021 - Director Certification Program (DCP), Class 149/2011
Mr. Boonson Jenchaimahakoon Director	<ul style="list-style-type: none"> - Director Certification Program (DCP), Class 149/2011 - Thai Information Technology Group (ITG), Class 11/2019
Asst. Prof. Kangwan Yodwisitsak Independent Director	<ul style="list-style-type: none"> - Advanced Audit Committee Program (AACP), Class 43/2022 - Director Certification Program (DCP), Class 304/2011
Miss Kornpranom Wongmongkol Independent Director	<ul style="list-style-type: none"> - Corporate Governance for Capital Market Intermediaries (CGI), Class 16/2016 - Monitoring of the Quality of Financial Reporting (MFR), Class 6/2008 - Monitoring the System of Internal Control and Risk Management (MIR), Class 3/2008 - Monitoring the Internal Audit Function (MIA), Class 3/2008 - Director Certification Program (DCP), Class 85/2007
Mr. Phaiboon Siripanoosathien Independent Director	<ul style="list-style-type: none"> - Director Certification Program (DCP), Class 105/2008 - Director Certification Program, Australia Institute of Company Directors (AICD)
Asst. Prof. Prasert Akkharapraphomphong Independent Director	<ul style="list-style-type: none"> - Director Accreditation Program (DAP), Class 171/2020
Mrs. Yanee Sangsrichun Independent Director	<ul style="list-style-type: none"> - Director Certification Program (DCP), Class 258/2018

In 2023, MCOT Plc. allocated the budget for the development of directors of MCOT Plc. Meanwhile, certain officers whose duties dealing with the Board of Directors such as the Corporate Secretary were also promoted to attend the programs arranged by the Thai Institute of Directors (IOD), Thai Listed Companies Association, and other organizations that have organized some seminar programs and activities for knowledge and experience shared by many experienced and well-known persons.

In 2023, 7 supporting officers dealing with the Board of Directors attended 16 programs as listed below:

- Thai Listed Companies Association (TLCA) - 11 programs
- Thai Institute of Directors (IOD) – 2 programs
- The Stock Exchange of Thailand – 1 program
- The State Enterprise Policy Office – 2 programs

4. Self-assessment of the Board of Directors

In compliance with good corporate governance principles, the MCOT Plc. has conducted performance appraisal of the Board of Directors by adhering to the state enterprise corporate government principles and guidelines issued by SEPO, Ministry of Finance. It also adheres to the Good Governance of Listed Companies 2012 of the Stock Exchange of Thailand which requires the Board of Directors and committees to conduct self-assessment at least once a year. SEPO is responsible for preparing the Board of Directors self-assessment form to be used as a framework for regular review of the Board of Directors according to the best practice. The result is used for operational improvement and development for improved efficiency and effectiveness.

In 2023, MCOT Plc. conducted one self-assessment of the Board of Directors and each committee. The Company prepared the assessment form in accordance with the guideline and format recommended by the Ministry of Finance and the Stock Exchange of Thailand as follows:

Board of Directors:

- Type 1 Board Evaluation
- Type 2 Self-Assessment
- Type 3 Cross Evaluation

Specific Committee:

- Type 1 Board Evaluation
- Type 2 Self-Assessment

Individual and cross evaluation

1. Core Competency
2. Independence
3. Preparedness
4. Practices as a Director
5. Committee Activities
6. Vision to Create Long-Term Value

Board evaluation

1. Structure and qualifications of the Board of Directors
2. Role, duties, and responsibility of the Board of Directors
3. Relationship between the Board of Directors and the Management
4. Performing duties by directors
5. Directors' meeting
6. Self-development and executive development

Assessment results (3 types)

From 90 percent	Excellent
From 80 percent	Good
From 70 percent	Average
Below 70 percent	Below average

In conducting self-assessment of the Board of Directors, clear objectives and goals are stated and used as the framework for reviewing the performance of the Board of Directors. The assessment results are used to improve and develop operational efficiency to achieve higher efficiency and effectiveness. The process is as follows:

1. The Board of Directors reviews the performance appraisal forms to ensure accuracy, completeness, and compliance to the criteria specified by regulators.

2. Random selection of directors to match the cross-evaluation partners. The Company also submitted the questionnaires to all members and asks all directors to send back the answers to the Corporate Secretary in December 2023 for compilation and summary.

3. The Company Secretary shall summarize the performance results of the Board of Directors acknowledgement and discussion in the Board of Directors Meeting No. 1/2024 dated January 29, 2024, report the score of the entire Board of Directors to the Chairman of the Board for acknowledgement, and inform the Ministry of Finance and concerned ministries as well as individual director of the score and ranking in the individual assessment.

The assessment result of the Board of Directors in 2023 is as follows:

Assessment	Percent (average)	Level of Efficiency
1. Individual evaluation	93.58	Excellent
2. Cross evaluation	91.89	Excellent
3. Board evaluation	97.00	Excellent

The assessment result of the 4 committees in 2023 is as follows:

Committee	Individual evaluation		Board evaluation	
	Percent (average)	Level of Efficiency	Percent (average)	Level of Efficiency
1. Audit Committee	95.24	Excellent	99.43	Excellent
2. Nomination Committee	95.56	Excellent	99.70	Excellent
3. Remuneration Committee	93.02	Excellent	96.51	Excellent
4. Risk Management Committee	91.43	Excellent	95.99	Excellent

The assessment is useful for all directors to acknowledge their performance of duties as an individual and as a team and to improve weak areas.

Director Orientation

MCOT Plc. regularly arranges the director orientation for every director who is newly appointed for the Board of Directors of MCOT Plc. to ensure his/her understanding of MCOT Plc.'s business operations as well as other related information such as capital structure, corporate structure, structure of shareholders, operating results, and other related issues, as well as laws, rules, obligations, director's roles and responsibilities so that they are well prepared to perform the duties of Directors of MCOT Plc. and other sub-committees. The President or the Director-General and senior executives also participated in the orientation program for new Directors.

8.1.2 Meeting attendance and remuneration of individual member of the Board of Directors

1. The Meetings of the Board of Directors

The Board of Directors of MCOT Plc. specifies that at least 12 meetings a year to be held on the fourth Tuesday of each month. The Chairman of the Board shall pre-arrange the meeting schedule and regular monthly agenda for the entire year. Other special agenda items are jointly considered and decided by the Chairman of the Board and the President subject to significance and necessity. Each director may propose other agenda items to the board meeting according to the determined methods and procedure. Other additional board

meetings may be held as appropriate. Every director of MCOT Plc. shall receive the prior notice to each meeting along with complementary information before the meeting date. Normally, every director of MCOT Plc. must be present at the meeting for not less than 75 percent of total meetings arranged in a year, except his/her absence becomes inevitable and known beforehand, the director in question is required to submit the written notifications prior to taking leave to the Chairman.

MCOT Plc. has prepared meeting-related documents in an electronic form. The meeting agenda and other complementary information are posted online at bod.mcot.net which helps facilitate the meetings and shorten document distribution process. This enables the directors to perform more effectively with sufficient information given in advance for their efficient decision-making. The Board of Directors also establishes a policy that, for a director of MCOT Plc. having interest or potential conflict of interest with the Company's interest, the Corporate Secretary must not submit the meeting agenda to such director who must temporarily leave the meeting during that agenda. A resolution for a meeting agenda requires votes by at least two-thirds of total directors. The final decision of a meeting of the Board of Directors is based on the majority of votes. One (1) director of MCOT Plc. shall hold one (1) voting right. The director having material interest in any matter shall have no right to vote for it. In case of an equality of votes, the Chairman of the meeting shall retain the right to give one (1) casting vote. Any directors of MCOT Plc. objecting to such resolution must be noted in the minutes of meeting, except in any agenda specified in the Articles of Association of the Company or other related laws that it may be required that the resolution passed by votes superior to the majority votes.

A typical board meeting would last two-three (2 - 3) hours. The Chairman of the Board shall allocate sufficient time to each director so that each could discuss any information and problems adequately, and share opinions thoroughly. The Board of Directors encourages the President to invite other top executives to attend the board meetings to give explanations and supplementary information. The Corporate Secretary Department is responsible for taking minutes of meetings and retaining the complete and accurate meeting information or documents, and for giving advice on relevant rules. In 2023, there were 19 board

meetings in total to which important agenda items have been proposed for consideration and acknowledgement such as review and approval of the Company's vision, mission, strategy, plan, business plan and annual budget, corporate risk management plan, audit plan, financial statements of MCOT Plc., budget to be invested in other projects, financial liquidity, monitoring of debts, revision of working rules and regulations, corporate restructuring and human resource management, etc.

The Board of Directors approved a joint meeting with non-executive directors in the meeting of the Board of Directors on August 29, 2023. Before the said meeting started, the Company's non-executive directors and independent directors had the meeting together where the Company's executives were not involved so as to discuss general management and corporate governance problems of the Company. The discussion issues were sent to the President for further actions.

The minutes of the Board of Directors meetings covered all essential issues and all the minutes unanimously approved. Discussions raised in the meetings along with directors' opinions were clearly recorded. All minutes and attached documents were systematically filed under tight security.

In addition, in 2023, the assessment of efficiency of the Company's board meetings in respect with meeting arrangement and meeting procedure was conducted so that the management of MCOT Plc. could utilize such assessment result to improve the meeting quality. The assessment result of the board meetings of MCOT Plc. for the year of 2023 was in the level of "Excellent", representing 94.25%.

Meeting attendance of Board of Directors and 7 committees in 2023 (as of December 31, 2023)

Name	Board of Directors 19 meetings	Audit Committee 12 meetings	Nomination Committee 13 meetings	Remuneration Committee 5 meetings	Risk Management Committee 11 meetings	Corporate Governance Committee – meetings	Executive Committee 11 meetings
1. Mr. Teerapong Wongsiwawilas	14/14	-	-	-	-	-	-
2. Mr. Chanvit Nakhburee	18/19	-	-	5/5	11/11	-	9/9
3. Mr. Boonson Jenchaimahakoon	19/19	-	-	-	-	-	11/11
4. Miss Kornpranom Wongmongkol	19/19	8/8	-	4/4	-	-	2/2
5. Asst. Prof. Kangwan Yodwisitsak	19/19	12/12	13/13	-	-	-	-
6. Mr. Phaiboon Siripanoosatien	18/19	-	-	-	11/11	-	11/11
7. Asst. Prof. Prasert Akkharapraphomphong	19/19	-	13/13	-	11/11	-	-
8. Mrs. Yanee Sangsrichun	19/19	12/12	13/13	5/5	-	-	-

Meeting attendance of the board members/specific committees resigning from office on 2023

Name	Board of Directors 19 meetings	Audit Committee 12 meetings	Nomination Committee 13 meetings	Remuneration Committee 5 meetings	Risk Management Committee 11 meetings	Corporate Governance Committee – meetings	Executive Committee 11 meetings
1. Pol. Gen. Tawitchat Palasak	7/7	-	-	-	-	-	-
2. Mr. Sommai Lakananurak	7/7	-	-	-	3/3	-	2/2
3. Pol.Lt.Gen. Sirichun Chunsangsawang	7/7	4/4	-	1/1	-	-	-
4. Mr. Sirote Ratanamahatana	3/3	-	-	-	1/1	-	1/1

2. Remuneration and Meeting Allowances for the Board of Directors of MCOT Plc.

MCOT Plc. has set director remuneration that is fair and reasonable. The Remuneration Committee is responsible for reviewing and ensuring appropriate remuneration for directors, by considering the remuneration framework for the Board of Directors and committees in 2023, such as the practice guideline of listed companies in the same industry, practice guideline of listed company that is also a state enterprise, corporate governance principle, operating performance, size of the business, and the responsibility of the Board of Directors. The remuneration includes salary, meeting allowance and bonus. Directors who are assigned to set in special committee shall receive additional remuneration according to the increasing responsibilities. The directors' remuneration has already been approved by the annual general shareholders meeting.

Directors' Remuneration

- Salary and meeting allowance of MCOT Plc's Board of Directors in 2023

Unit : Baht

Items	Directors	Chairman	Conditions
Remuneration/month	15,000.-	30,000.-	<ul style="list-style-type: none"> - Payment made on a monthly basis regardless of attendance. - If appointed as director in the middle of a month, remuneration shall be calculated in accordance with an actual term of such director.
Packaged meeting allowances/month	20,000.-	25,000.-	<ul style="list-style-type: none"> - Payment made only to those being present at the meeting. - Payment made not exceeding 15 times /year.



- The Remunerations and meeting allowance for the Company's Committees in 2023

Unit : Baht

Name	Remuneration (per month)	Allowance (only when presented at the meeting)
1. Audit Committee		
- Chairman	12,500.-	6,250.-
- Member	10,000.-	5,000.-
2. Nomination Committee		
Remuneration Committee		
Risk Management Committee		
Corporate Governance and Sustainable Development Committee		
Corporate Relations Committee		
- Chairman	-	12,500.-
- Members	-	10,000.-
3. Committees, Sub-committees and working groups other than the committees in 1 and 2 (except the Directors which is appointed by the Board of Directors)	-	10,000.-
Any Company's directors appointed to perform duties as members in more than two committees, sub-committees or working groups other than the Board of Directors (including the committees in Clause 1 - 3) shall receive meeting allowances for two committees only.		
<p>Note : 1. For the remuneration of the Audit Committee, if any member of the Audit Committee is appointed in the middle of a month, the remuneration shall be calculated in accordance with an actual term of such director.</p> <p>2. Chairman shall receive the additional meeting allowance by 25 percent.</p>		

Bonus for directors in 2023

The total amount of bonus for all directors shall not exceed 0.25 percent of the net profit of the Company or not exceed Baht 500,000 per director. In case that MCOT Plc. receives the scores of State Enterprise Performance Appraisal of the Ministry of Finance lower than 3.00, the bonus for directors shall be proportionately reduced as follows:

- Scores lower than 3.00 – 2.50 – Bonus for each director shall be reduced by 25 percent
- Scores lower than 2.50 – 2.00 – Bonus for each director shall be reduced by 50 percent

The Chairman and Vice Chairman shall obtain the additional bonus of 25 percent and 12.5 percent respectively.

In 2023, the Board of Directors omitted the bonus payment because the Company recorded loss, and had investment commitment in its business operations.

Other benefits

- None -

Meeting Allowance, remunerations and bonus of the Company's Directors in 2023 (All Committee)

No.	Name	Meeting allowance	Remuneration	Bonus*	Committee		Total
					Meeting Allowance	Remuneration	
1.	Mr. Teerapong Wongsiwawilas	335,000.00	263,225.79	-	-	-	598,225.79
2.	Mr. Chanvit Nakhburee	300,000.00	180,000.00	-	217,500.00	-	697,500.00
3.	Mr. Boonson Jenchaimahakoon	300,000.00	180,000.00	-	240,000.00	-	720,000.00
4.	Miss Kornpranom Wongmongkol	300,000.00	180,000.00	-	110,000.00	80,000.00	670,000.00
5.	Asst. Prof. Kangwan Yodwisitsak	300,000.00	180,000.00	-	200,000.00	150,000.00	830,000.00
6.	Mr. Phaiboon Siripanoosatien	300,000.00	180,000.00	-	200,000.00	-	680,000.00
7.	Asst. Prof. Prasert Akkharapathomphong	300,000.00	180,000.00	-	230,000.00	-	710,000.00
8.	Mrs. Yanee Sangsrichun	300,000.00	180,000.00	-	170,000.00	120,000.00	770,000.00
Total							5,675,725.79

* The bonus payments to directors shall be made proportionately to each respective director's tenure period.

Note : In case MCOT Plc. has received the score of 3.00 points or higher according to Ministry of Finance's state enterprise performance measurement

Directors resigning from office on 2023

No.	Name	Meeting allowance	Remuneration	Bonus*	Committee		Total
					Meeting Allowance	Remuneration	
1.	Pol. Gen. Tawitchat Palasak	175,000.00	101,000.00	-	-	-	276,000.00
2.	Mr. Sommai Lakananurak	140,000.00	50,500.00	-	62,500.00	-	253,000.00
3.	Mr. Sirote Ratanamahatana	60,000.00	16,607.13	-	20,000.00	-	96,607.13
4.	Pol.Lt.Gen. Sirichun Chunsangawang	140,000.00	54,500.00	-	45,000.00	36,333.27	275,833.27
Total							901,440.40

8.1.3 Governance of subsidiaries and associated companies

Report under Article 6 Good Corporate Governance Policy on Governance of Subsidiaries and Associate Companies

8.1.4 Monitoring of the implementation of corporate governance policy and practice guideline

1. The use of insider's information

MCOT Plc.'s corporate governance policy also requires directors and executives to refrain from trading of securities of MCOT Plc. or other listed companies at least one (1) month before announcement of information that materially affects the Company's financial status is submitted to the Stock Exchange of Thailand, and at least three (3) days after such announcement. The Corporate Secretary shall send a letter to inform the directors and executives before the financial statements are publicly disclosed to prevent the illegal use of insider trading. A new director or executive must report his/her holding of securities within 30 days after assuming his/her position, and also report the Board of Directors or the person authorized by the Board of Directors of MCOT Plc. whenever he/she trades any securities at least 1 day before each trading, and also report the Securities and Exchange Commission within 3 business days. The holding of securities by every director and executive must be disclosed in Form 56-1 One Report as well.

In 2023, MCOT Plc. by the Corporate Secretary Department sent four letters to the directors and executives of MCOT Plc. to refrain from trading securities of MCOT Plc. and other listed companies connected with MCOT Plc. at least one (1) month before reporting any news, which was significant to MCOT's financial status, to the Stock Exchange of Thailand, and at least three (3) days after such report of news. Such 4 reports included:

- (1) Financial statements, Quarter 1 of 2023 between April 10 - May 13, 2023
- (2) Financial statements, Quarter 2 of 2023 between July 11 - August 15, 2023.
- (3) Financial statements, Quarter 3 of 2023 between October 6 - November 15, 2023.
- (4) Financial statements for year of 2023 between January 28 - March 1, 2024.

In 2023, No offence relating to the use of inside information was found.

2. Conflicts of Interest

MCOT Plc. discloses significant information to prevent conflict of interests and to prevent activities that may cause conflict of interest, and illegal or inappropriate transactions. In 2022, MCOT Plc. issued the Order regarding Disclosure of Transactions Which May Have Conflicts of Interest. To avoidance of doubt, MCOT Plc. provides the criteria and practice guideline on conflicts of interest.

- **Preparation of Report of Items that May Involve Conflict of Interest with MCOT Plc.**

MCOT Plc. requires its directors, executives, and all employees to prepare the report of items that may involve conflict of interest with MCOT Plc., by disclosing the items that may have conflict of interest with MCOT Plc. In approving any items through the conflicts of interest reporting system, no special conditions or requirement shall be included. According to the Company's Order, No. 135/2022 regarding Disclosure of Transactions Which May Have Conflicts of Interest, its employees are required to disclose the transactions which may have conflicts of interest with the Company within October 31 of each year. During the year, if any conflicts of interest or suspicion of the conflict of interest occurs, the employee must inform of that within 30 days.

Summary on Disclosure of Conflicts of Interest for Year 2023

Number of permanent employees and daily employees	- 1,102 persons
Number of persons disclosing information	- 966 persons, representing 87.66% of total permanent employees and daily employees
"Involving connected persons"	- 60 persons, representing 6.21% of total permanent employees and daily employees
"Not involving connected persons"	- 906 persons, representing 93.79% of total permanent employees and daily employees
Conflicts	- No conflicts were found.
Number of persons not disclosing information	- 136 persons, representing 12.34% of total permanent employees and daily employees
Number of persons not disclosing information due to resignation	- 95 persons of total permanent employees and daily employees

From classifying the relationship of connected persons totaling 60 persons, it consisted of:

1) Spouse	38 persons
2) Children	2 persons
3) Siblings	18 persons
4) Relatives	2 persons

• Report of the Conflict of Interest of Directors, Executives and Related Persons

MCOT Plc. Board of Directors has prepared the report of the conflict of interest of directors to be used as basic information in governing directors' conflict of interest. Similarly, the Company has prepared the report for individual senior executive on quarterly basis. Corporate Secretary is assigned to collect the reports, and make copy of such reports to submit to the Chairman of MCOT Plc.'s Board of Directors, and the Chairman of the Audit Committee for audit and governing conflict of interest.

In 2023, MCOT Plc. by the Corporate Secretary Department notified the directors and executives of MCOT Plc. in writing for their report of conflicts of interest with MCOT Plc. and other listed companies connected with MCOT Plc., which would be further proposed to the Audit Committee and the Board of Directors of MCOT Plc. The notifications were sent on 4 periods as follows:

- (1) Quarter 1 on May 10, 2023
- (2) Quarter 2 on August 10, 2023
- (3) Quarter 3 on November 9, 2023
- (4) Quarter 4 on February 19, 2024

3. Activities to campaign for and promoting corporate governance, business ethics and anti-corruption

The Corporate Governance Committee is responsible for supervising and implementing activities under the corporate governance and anti-corruption policy, setting goals and annual indication as approved by the Corporate Governance Committee and the Board of Directors. In addition to the operations and continuous development stated in 6. Corporate Governance Policy on Anti-Corruption, MCOT Plc. has implemented activities to support corporate governance, ethics, and anti-corruption actions in 2023 as follows:

- Directors, executives and employees attending training/seminars in related programs as listed below.

Internal Programs

1. Training program on "Mass Media Morals" on July 19, 2023
2. Training program on "Fact/Discipline Investigation Procedures" on July 24, 2023

External Programs, classified by agencies that organized the programs as follows:

1. Thai Institute of Directors (IOD)
 - Seminar on "Roles of the Company Secretary to the Driving of ESG"
 - Training program on "Company Secretary Program (CSP)", Class 141/2023
2. Thai Listed Companies Association (TLCA)
 - Seminar on "Governance System for Fraud Detection"
 - Seminar on "Technology and Working of Listed Companies"
 - IR Sharing 2/2023 on "Simplifying the IR Message"

- Seminar on “Techniques of Arranging the Board Meeting”
- Company Secretary Career Development Project, Class 2023
- 3. The Stock Exchange of Thailand (SET)
 - Training program on “Climate Change Measurement & Management”
 - Training program on “Risk Management Workshop”
- 4. The State Enterprise Policy Office (SEPO)
 - Seminar on “ESG: Opportunities and Challenges of Thai State Enterprises”, and “Challenges of State Enterprises to Be Carbon Neutral Organizations and Implementations of CGR Concept to Practice and Factors to the Organization Success”

• Dissemination of knowledge about MCOT+S – The corporate value is the core base molding all executives and employees to be the good and quality personnel for the organization and society. In 2023, MCOT Plc. has adjusted the personnel behavior, and formulated the joint working approach. In this regard, the executives have been designated to be the role model who is an important factor promoting the employees to behave in line with the corporate value.

- The President’s policy was to focus on communicating with MCOT employees at all levels through CEO’s message by praising the working team that has performed the work professionally and the performance has been widely accepted. He viewed that every employee was an important person mutually moving the organization forward securely. This was to arouse “cooperation” in the organization, and to unite all personnel in it.
- Top executives have given good cooperation to be the role model to arouse behaviors under the corporate value.
- The corporate value, MCOT+S, has been communicated to all employees via MCOT E-learning so that they could access to and learn about it at all time.
- Self-learning, e.g., E-learning, Facebook Group: Share with HRMCOT was a channel provided to the employees for their self-development.
- The training, learning, and development activities provided to root MCOT+S were as follows:

M: Modernity – Unstopped learning and development, creative thinking, and taking actions with no fear of mistake

Arranging the training program on “Vertical Creator” regarding the development of short and creative video clips to improve and prepare MCOT personnel to know about how to make short video clips. The MCOT personnel would be improved for the content production, business models, production process and content acquisition, and earning of revenues from videos in various social media platforms by using diverse learning methods. This program enabled the MCOT employees to take part in proposing ideas and creativity, to have modern working concept and lifestyle, and to be ready to change their working procedures to respond to the world’s changes at all time.

C: Collaboration – Collaborate, teamwork, and eager to help

Team Talk #2 small-group activity to communicate, create, and unite MCOT. This was to communicate with MCOT employees in the informal climate to transfer the policy and business direction of MCOT Plc., and to share working opinions with employees from all sectors.

O: Operational Excellence - Contribute, responsible for duties, establish the target for joint achievements, drive to reach the outcome

“MCOT Data Hero Project (Data-Driven)” project was organized to promote skills of using data for decision-making and analysis of many issues. This helped stimulate the driving of the digital organization under the concept of “Data-Driven Organization”. The pieces of work from each department were also presented in the competition so they had contribution and responsibility to their duties under a single goal of mutual achievements.

T: Transparency & Trust - Trust, sincere, believe in team, and pay respect with each other

The project to develop the first-level management, “The Art of Managing People”, was provided for the management at the department manager level so that the project participants could understand the skills of handling people, and communicate with their subordinates and other co-workers properly. They also learnt the coaching techniques, and gave some feedback so that the employees in a particular department could perform their work relevantly to the established target for the best interest to the organization. The training program on “Mass Media Morals” was organized to make the media employees understand the principle of media presentation without any conflict with the media ethics and Code of Conduct, and to analyze some case studies incurred to prevent the errors in the future.

+S: Spirit - Have spirit, work with heart, and be professional

The activity of offering the Best Employee Award for Year 2023 to employees who have contributed in working, and behaved in accordance MCOT+S value and moral standards subject to the Moral Code for executives and state enterprise officers for year 2020.

- Activities of distributing and publicizing the information about the prevention of anti-corruption and misconduct through MCOT Plc. media (to target audience: general public), including television, radio and social media, such as Bai Nee Mee Kham Tob program, radio spots. “Than Khao Than Kot Mai” program on FM 100.5 MHz.

- Being recertified, Round 3, for membership of the Private Sector Collective Action Corruption. MCOT Plc. has become a member and was certified as the member of CACC for the first time on May 25, 2017. Revision of the good governance policy and the corporate governance manual of MCOT Plc. to be in line with present circumstances.



4. Whistleblowing

MCOT Plc. has designated channel for petition and reporting clue, which covers the receipt of petitions, factfinding, monitoring and reporting the petition result as well as the protection persons who file petition. The Board of Directors of MCOT Plc. has regulated the communication channels with all groups of stakeholders so that they can file petition or report clue when they are treated unfairly by any personnel of MCOT Plc. or they may notice any actions that is or may be the dishonest or misconduct, breaking of laws, bribery, violation or failure to comply with rules, regulations, obligations, policies and orders as well as breaching ethical codes and business conduct of the Company.

- **Whistleblower Channels**

The petition or report clue can be filed via the following channels:

1. Letter: sent to the Board of Directors of MCOT Plc. or the Audit Committee or the Corporate Governance Committee or Office of Human Resources or Corporate Communication Department

2. E-mail: sent to the supervisor or directors@mcot.net, ia@mcot.net, cgmcot@mcot.net, pr@mcot.net, actmcot@mcot.net.

3. Intranet system of MCOT Plc.: <http://voc.mcot.net>

4. Website: www.opm.1111.go.th (Complaint Handling Program of the Public Service Center, the Office of the Permanent Secretary, the Prime Minister's Office)

5. Telephone: 0 2201 6263 (Anti-corruption Operating Center of MCOT Plc.)

- **Whistleblower Procedure**

The person receiving the petition shall submit such petition to the central coordinator of the petition receipt system (Voice of the Customer (VOC)); namely, the Anti-corruption Operation Center of MCOT Plc. The Center shall coordinate and deliver the petition to any related agencies by considering their independence to handle such petition, investigate facts, monitor and report the resolution to the complainants in order to ensure that the petition received is handled appropriately. The whistleblower guideline is as follows:

1. Petitions related to violation or failure to comply with human resource rules, regulations, obligations, policies and orders shall be directed to the Office of Human Resources.

2. Petitions related to ethics and Code of Conduct of executives and employees of MCOT Plc. shall be directed to the Moral, Ethical and Code of Conduct Committee of MCOT Plc.

3. Petitions related to violation or failure to comply with the corporate governance policy and principles shall be directed to the Company Secretary.

4. Petitions related to misconduct relating to corruption or illegal conduct, e.g., fraudulent conversion, embezzlement, etc., they must be directed to the Anti-corruption Operation Center of MCOT Plc., the Office of Internal Audit, the President or the Audit Committee.

5. Petitions related to products and services, e.g. program broadcast, provision of the digital terrestrial television network, etc. shall be directed to the Anti-corruption Operation Center.

6. Petitions subject to Item 1 - 5 above are complicated or involve several agencies, they must be directed to the Board of Directors or the President.

- **Protection to persons who file petition or report clue and other related persons**

The persons who file petition or report clue or any related persons will obtain appropriate and fair protection from MCOT Plc. such as no degradation, suspension from office, threatening, dismissal or other unfair actions to the persons who file petition or report clue or other related persons. The information stated in the petition will be kept confidential and not disclosed to any persons who are not related to it, except as required by law.

The Company has established a policy that its business operations must be based on transparency with creditability and trust from the public and society under the principles of trustworthiness, respect, responsibility, fairness, caring, and citizenship. MCOT Plc. has presented its qualified products and services covered by the state-of-the-art technologies in a fair price and under good and fair competition. As a media acting as an intermediate, MCOT Plc. must take into account the rights to know and rights to

access by general people. To enhance the public trust in behaviors of media professionals, MCOT Plc. has adhered to morality and code of conduct of broadcasting professionals by presenting precise, accurate, complete, balanced and fair information, and paying respect to human rights, personal rights, family rights, prestige and reputation, personal information, professional autonomy, social responsibility, impact to consumers, and copyright and intellectual property. If any information is referred or copied from other information sources, that is, the sources for such information communicated must be informed. MCOT Plc. has also promoted the preservation of national art, culture and tradition to maintain the society and good social value and local wisdom. MCOT Plc. has also protected children and youth shown in media, and from risky contents, offering public space, public news in important public events, and hated communications.

In 2023, there were 12 complaints in total, including:

Types of Complaint	Number of Complaints		
	Resolved	On process	Total
1. Product and service	-	-	-
2. Procurement	-	-	-
3. Moral and Code of Conduct of media professional	1	-	1
4. Dishonesty, corruption, and misconduct of employees	1	4	5
5. Comments and suggestions	6	-	6
Total (number of complaints) (January – December, 2023)	8	4	12

5. Report on change to portfolio

In 2023, MCOT Plc. by the Corporate Secretary sent 4 letters informing directors and the executives to refrain from trading stocks of MCOT Plc., and other listed companies with relationship to MCOT Plc.

- (1) Quarter 1 on May 10, 2023
- (2) Quarter 2 on August 10, 2023
- (3) Quarter 3 on November 9, 2023
- (4) Quarter 4 on February 19, 2024

Report of MCOT Plc.'s Directors' Portfolio in 2022 and 2023

No.	Name	No of shares			remarks
		As of Dec 31, 2023	As of Dec 31, 2022	Increase (decrease) during the year	
1.	Mr. Teerapong Wongsiwawilas	-	-	-	Holding no shares of MCOT Plc.
2.	Mr. Chanvit Nakhuree	-	-	-	Holding no shares of MCOT Plc.
3.	Mr. Boonson Jenchaimahakoon	-	-	-	Holding no shares of MCOT Plc.
4.	Miss Kornpranom Wongmongkol	-	-	-	Holding no shares of MCOT Plc.
5.	Asst. Prof. Kangwan Yodwisitsak	-	-	-	Holding no shares of MCOT Plc.
6.	Mr. Phaiboon Siripanoosatien	-	-	-	Holding no shares of MCOT Plc.
7.	Asst. Prof. Prasert Akkharapathomphong	-	-	-	Holding no shares of MCOT Plc.
8.	Mrs. Yanee Sangsrichun	-	-	-	Holding no shares of MCOT Plc.

Report on shareholding of directors vacating the office at the end of term and resigning during the year 2023

No.	Name	No of shares			remarks
		As of Dec 31, 2023	As of Dec 31, 2022	Increase (decrease) during the year	
1.	Pol. Gen. Tawitchat Palasak	-	-	-	Holding no shares of MCOT Plc.
2.	Mr. Sommai Lakananurak	-	-	-	Holding no shares of MCOT Plc.
3.	Pol.Lt.Gen. Sirichun Chunsangawang	-	-	-	Holding no shares of MCOT Plc.
4.	Mr. Sirote Ratanamahatana	-	-	-	Holding no shares of MCOT Plc.

Executives' shareholding in 2023

No.	Name	No of shares			Remarks
		As of Dec 31, 2023	As of Dec 31, 2022	Increase (decrease) during the year	
1.	Mr. Phatiyut Jaiswang	-	-	-	
2.	Miss Soontareeya Wongsirikul	-	-	-	
3.	Mrs. Chothip Norasretkul	-	-	-	
4.	Mr. Sommai Suwannawong	0.000013	0.000013	-	
5.	Mr. Kittipong Khantiratana	0.000009	0.000009	-	
6.	Miss Krisana Ubolpheng*	-	-	-	
7.	Mr. Kriengsak Kangwanwong	-	-	-	
8.	Mr. Khajohnsak Jaturapattaranon	-	-	-	
9.	Mr. Nattapong Pattrapong	0.000010	0.000010	-	
10.	Mr. Thanin Thavonsassanavong	0.000116	0.000116	-	
11.	Mr. Nimit Sukprasert	-	-	-	
12.	Mr. Phairach Santhawe	-	-	-	
13.	Mr. Suwit Supmahaudom	0.000683	0.000683	-	
14.	Miss Salinee Chimwarun*	-	-	-	
15.	Miss Kanthana Haruenpok*	0.000073	0.000073	-	

In 2023, there was no change in shareholding in the Company of Directors and senior executives

Note: - Executives means President, the top four executives, and persons holding executive-equivalent positions in the next four ranks after the President, including executives in the accounting and finance function, which complies with the Securities and Exchange Act.
 -* Holding executive level position in accounting or finance from department director or equivalent level up.

6. Assets and liabilities report submission to NACC

- Details are published under Section 2 Corporate Governance

7. Report of conflicts of interest in meetings

- Details are published under Section 2 Corporate Governance

8. Consideration and review of connected transaction

- Details are published under Section 2 Corporate Governance

8.2 Performance Report of Specific Committee

The Board of Directors has appointed specific committees by nominating directors who sit in MCOT Plc. Board of Directors and external experts with specialization to scree and supervise specific functions on the Board's behalf. The qualifications, duties and responsibilities of each specific committee has been clearly stated in the order and charter of each committee. Most of the members of specific committees are independent directors. The Chairman of the Board of Directors shall not be the chairman of any specific committee.

8.3 Report on the performance of the Audit Committee in 2023 is as follows:**8.3.1 Report on the performance of the Audit Committee**

Details are published on page 213 – 216

8.4 Report on the performance of specific committee in 2023 is as follows:**8.4.1 Report on the performance of the Nomination Committee**

Details are published on page 217

8.4.2 Report on the performance of the Remuneration Committee

Details are published on page 218

8.4.3 Report on the performance of the Risk Management Committee

Details are published on page 219 – 220

REPORT OF THE AUDIT COMMITTEE

The Audit Committee of MCOT Public Company Limited consisted of 3 Independent Directors including Assistant Professor Kangwan Yodwisitsak, Chairman and 2 members including Mrs. Yanee Sangsrichun and Miss Kornpranom Wongmongkol . The appointment of Miss Kornpranom Wongmongkol was effective on May 1, 2023 in replacement of Pol. Lt. Gen. Sirichun Chunsangawang, who retired from Directorship due to mandatory retirement age. Mr. Khajohnsak Jaturapattaranon, Senior Vice President of Internal Audit Office was appointed as Secretary.

In 2023, the Audit Committee convened 12 meetings, as detailed below.

4 meetings were held from January 1– April 20, 2023.

• Assistant Professor Kangwan Yodwisitsak	attended 4 meetings.
• Pol. Lt. Gen. Sirichun Chunsangawang	attended 4 meetings.
• Mrs. Yanee Sangsrichun	attended 4 meetings.

8 meetings were convened from May 1 – December 31, 2023.

• Assistant Professor Kangwan Yodwisitsak	attended 8 meetings.
• Miss Kornpranom Wongmongkol	attended 8 meetings.
• Mrs. Yanee Sangsrichun	attended 5 meetings.

The Audit Committee performed its work independently in conformity with duties and responsibilities formulated in the Charter of the Audit Committee, as assigned by the Board of Directors. The Audit Committee had determination to ensure that the Company's operation is in compliance with the Principles of Corporate Governance, rules and regulations, and good practice stipulated by the Securities and Exchange Commission, the Stock Exchange of Thailand, relevant supervising agencies and Core Business Enablers of State Enterprises. The Audit

Committee performed its assigned duties with including the implementation of assigned duties with transparency, fairness, creditability and verifiability with a focus on balance power system in operational and decision-making process in order to enhance the utmost benefits to all shareholders, employees, and other related parties. The Audit Committee also supervised the Office of Internal Audit to ensure efficiency in operations to keep up with the standards. The Audit Committee also invited MCOT Plc.'s management to attend the meetings to discuss important issues.

- Significant details of the Audit Committee's duties in 2023 are summarized below.

1. Financial reports: The Audit Committee reviewed the quarterly and annually financial statements by taking into account certain significant transactions, appropriateness of the accounting policy formulated for the preparation of financial statements, accuracy and adequacy of information disclosure in the Financial Statements and Notes to the Financial Statements, and Key Audit Matters. The Audit Committee also followed up on operations of management as specified in the report of the external auditor and considered Management Discussion and Analysis of the Company and operating results. The Audit Committee additionally asked for the external auditor's comments about accuracy of financial statements, information disclosure, and significant accounting improvements. The Audit Committee was of opinion that the Company's financial statements and information disclosure were adequate and appropriate under generally accepted accounting principles. In addition, the Audit Committee attended meetings with the Auditor in which MCOT Plc.'s management was absent in order to freely discuss the financial report. The Committee did not receive any report in suspicious behavior of Directors, executives or persons responsible for MCOT Plc.'s operations from the Auditor.

2. Internal control and risk management:

The Audit Committee studied the results of control self-assessment according to regulations of the Ministry of Finance on internal control for government agencies B.E. 2561. In 2023, it also reviewed the Company's plans and results of internal control revision focusing on implementation of preventive measures and specification of responsibilities and guidelines based on "Three lines Model" principle. The Audit Committee improved work processes by reducing unnecessary operations and use of resources to ensure efficiency. In respect with the risk management, the Audit Committee reviewed and assessed the effectiveness of the risk management system on fraud and corruption carried out by the Company's Management. The Audit Committee also attended the meetings with head of risk management division to give advices on internal control and risk management of the Company as well as management of compliance risks at an acceptable level on a quarterly basis. The Committee also proposed suggestions on integration of governance, risks and compliance to enable efficiency of control system, smooth operations and effective use of resources.

3. Governing of internal control activities:

The Audit Committee reviewed the strategic plans, annual and long-term audit plans. It also ensured compliance with plans and inspection results of the Internal Audit Office and provided advices to increase effectiveness to align with good practice and State Enterprise Assessment Model: SE-AM. It also monitored and urged the Management to proceed with all improvements as proposed. In addition, the Audit Committee assessed the adequacy of audit resources and independence of the Office of Internal Audit, reviewed the Charter of the Office of Internal Audit and encouraged Internal Audit officers to keep pace with standard and meet the performance evaluation criteria of state enterprises as well as evaluated performance of Senior Vice President, Office of Internal Audit.

4. Governing of corporate governance and compliance with regulations and laws: The Audit Committee ensured that the Company's operations complied with good governance policies and reviewed complaint submission processes and legal compliance and followed up on current legal status and lawsuits. As a certified member of Thai Private Sector Collective Action Coalition against Corruption (CAC), the Audit Committee ensured that MCOT Plc. had a consistent anti-corruption system. This led to an extension of CAC membership for the third time. The Committee also reviewed plans and operations of anti-corruption development system in compliance with the Integrity and Transparency Assessment (ITA) criteria.

5. Connected transactions and potential conflicts of interest:

The Audit Committee reviewed connected transactions and potential conflicts of interest to ensure that they were in compliance with laws and regulations of the Stock Exchange of Thailand. In 2023, the Audit Committee were of the opinion that the connected transactions and potential conflicts reviewed were normal and reasonable and disclosed the information to the public sufficiently.

6. External auditor: In 2023, the Audit Committee convened 4 meetings with EY Audit Ltd., the Company's Auditor. The Audit Committee also attended the meetings with the auditor with the management being absent to discuss work plans, scope of work and ensure independence of the work of the auditor. The Audit Committee resolved to approve EY Audit Ltd. to be the Company's auditor for the year 2024 as approved by the State Audit Office of the Kingdom of Thailand in compliance with regulations of the State Audit Commission on Criteria on Appointment of the Auditor B.E. 2019. The resolution was to be proposed to the 2024 Annual General Meeting of Shareholders for approval of the Auditor as well as the audit fee for the year 2024.

7. Quality maintenance: The Audit Committee reviewed the Charter of Audit Committee and carried out self-assessment in accordance with the Best Practice as defined by the Stock Exchange of Thailand. The assessment result indicated that the Audit Committee performed its duties adequately and independently as defined in the Charter of

the Audit Committee and other related rules and regulations. The Audit Committee submitted a quarterly operational report to the Board of Directors. The Audit Committee proposed advices to increase values of MCOT Plc. to make them more tangible. In addition, skills and knowledge of the Audit Committee were consistently to comply with operations of MCOT Plc.

The Audit Committee, with abilities, knowledge, prudence, and transparency, performed its duties and responsibilities as prescribed in the Charter of the Audit Committee. The Audit Committee proposed its opinions independently for the benefits of all stakeholders, to add values, improve

governance, risk management, internal control and compliance with relevant regulations and laws. After having performed its duties and responsibilities, the Committee was of the opinion that MCOT Plc.'s Financial Statements were properly prepared and reliable in accordance with the accounting standards. Moreover, the Audit Committee ensured that MCOT Plc. appropriately established the internal control and audit systems, reasonably prepared connected transactions, sufficiently disclosed the Company's information and complied with relevant rules and regulations on business operations.



(Assistant Professor Kangwan Yodwisitsak)

Chairman of the Audit Committee

REPORT OF THE NOMINATION COMMITTEE

The Nomination Committee of MCOT Plc. was appointed by the Board of Directors effective at the meeting 10/2022 July 26, 2022, comprising 3 following Directors:

1) Assistant Professor Kangwan Yodwisitsak	Chairman
2) Assistant Professor Prasert Akkharapathompong	Member
3) Mrs. Yanee Sangsrichun	Member

Senior Vice President of Human Resources Office was appointed as Secretary of the Nomination Committee. The Nomination Committee performed all assigned duties prudently, carefully, and completely in compliance with the Charter and the Principles of Good Corporate Governance. In 2023, the Nomination Committee convened 13 meetings to consider the following key issues:

1. Considering a list of individuals to be nominated as Directors to replace those retiring by rotation and resigning prior to completion of tenure to be proposed to the 2024 Annual General Meeting of Shareholders. The nomination procedures were in line with the Principles of Good Corporate Governance, and undertaken transparently in order to select Directors with knowledge, abilities, and experiences from various areas, which would be beneficial to the Company's operations. In this regard, the Nomination Committee took into account necessary skills, knowledge, and expertise Directors (Skill Matrix). The nominated persons were required to possess qualifications and no prohibited characteristics as prescribed by related laws and regulations; for example, the General Qualifications of Member and Official of State Enterprise Act, B.E. 2518 (1975) and its Amendment, the Public Limited Companies Act, the Securities and Exchange Act, the Regulations of the Office of the Prime Minister on State Enterprise Policy and Governance Determination, as well as the

Company's Articles of Association, and the Principles of Corporate Governance. The database from the Director's Pool provided by the State Enterprise Policy Office and Thai Institute of Directors was considered as well. In addition, the nominated persons must have had neither criminal records nor conflicts of interest with MCOT Plc. The list of the candidates were to propose to the Board of Directors for consideration and approval before being further proposed to the Company's shareholders' meeting for approval.

2) Reviewing the Nomination Committee Charter to align with the 2017 Corporate Governance Principles for Listed Companies set by the Securities and Exchange Commission of Thailand, Principles and Guidelines of Corporate Governance for State-owned Enterprises B.E. 2562 (2019) and Guidelines of the State Enterprise Policy Office, Ministry of Finance.

The Nomination Committee was committed to carrying out the nomination process of Directors and top management of MCOT Plc. with transparency in compliance with related laws and regulations and the Company's corporate governance policies, to gain higher level of trust and be accepted by all stakeholders.



(Assistant Professor Kangwan Yodwisitsak)
Chairman of the Nomination Committee

REPORT OF THE REMUNERATION COMMITTEE

The Remuneration Committee of MCOT Public Company Limited comprised of 3 members as listed below:

1) Miss Kornpranom Wongmongkol	Chairman
2) Mr. Chanvit Nakburee	Member
3) Mrs. Yanee Sangsrichun	Member

Senior Vice President of Human Resources Office was appointed as the Secretary of the Committee. The Committee performed its duties completely as specified in the Charter and supported operations of Directors of MCOT Plc. in considering criteria for remuneration, meeting allowance and annual bonus payment to propose to the shareholders' meeting for approval. The Committee also considered types of payment for high-ranking executives at the level of Senior Vice President and higher. In 2023, the Remuneration Committee convened 5 meetings, which discussed the following significant issues:

1. Considering remuneration, meeting allowances and annual bonus payment for the year 2023 - 2024 for Directors, based on operating results, business size, practical guidelines of companies in the same business and listed companies, scope of duties of Directors and assessment results of the Directors on various topics set in an annual assessment, to be proposed to the 2023/2024 Annual General Shareholder's Meeting.

2. Evaluating performance of executives at the Senior Vice President level and higher.

3. Setting KPIs for executives at Executive Vice President for the year 2023.

4. Considering performance of executives at Senior Vice President level and higher in the year 2022 for promotion in 2023.

5. Acknowledging performance of executives at Senior Vice President levels or higher under employment contract, for the period from January 1- June 30, 2023.

6. Setting evaluation criteria for executives at Senior Vice President levels, for the year 2024.

7. Reviewing Remuneration Charter.

Details of remuneration of Directors, Members of Sub-Committees and executives are disclosed in the Annual Report 2022 (56-1 One Report) for accountability and transparency.



(Miss Kornpranom Wongmongkol)
Chairman of the Remuneration Committee

REPORT OF THE RISK MANAGEMENT COMMITTEE

In 2023, MCOT Plc.'s business was affected by changing business environment and new risk factors. The Company was in unexpected circumstances, from ongoing wars, global economic fluctuations, domestic economic slowdown, increasingly severe business competitions, global uncertainties and new risk factors. These factors affected the Company's business and operations. In order to achieve business goals, take on challenges, strengthen competitiveness and enable sustainability, MCOT Plc. placed importance on adoption of risk management measures throughout the organization.

The Board of Directors realized the importance of Managing such risks, therefore, appointed the Risk Management Committee comprising 3 members with knowledge, expertise and experiences in various areas. President of MCOT Plc. was one of the members. The Risk Management Committee performed the duties of overseeing and managing the corporate risks to ensure that they stayed at an acceptable level under the scope of responsibilities as declared in the Charter of the Risk Management Committee, the Principles of Good Corporate Governance and the order of appointment of Risk Management Committee. To effectively manage the Company's risks and achieve the business goals in accordance with the corporate vision and direction, in 2023, the Risk Management Committee convened 11 meetings the significant details of which were summarized below:

1. Reviewing risk management policies, strategies and guidelines to ensure efficiency to achieve business objectives, in accordance with the Company's vision and direction.

2. Considering corporate risk management plans for the year 2023, giving advices on setting proactive risk management measures to manage various significant risks in accordance with the Risk Management guidelines set by the Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management Integrating with Strategy and Performance (COSO-ERM 2017), to identify key risk indicators, risk appetite and risk tolerance as well as the tangible risk management to mitigate severe impact that might have an impact on the Company's goal.

3. Supervising and following up to ensure compliance with risk management, action and strategic plans and studying actual performance in comparison with targeted performance quarterly. In 2023, the Risk Management Committee increase the frequency in following up on risk management from quarterly to monthly basis to closely monitor and quickly respond to the situation.

4. Proposing a report on opinions and advices to improve efficiency to the Board of Directors and integrate with MCOT Plc.'s strategic plans to achieve better performance and create added values from risk management for the Company and solutions to problems affecting strategic operations and organizational development and consistently formulating directions and policies for future business.

5. Screening financial performance, plans and important projects as assigned by the Board of Directors to make recommendations before proposing to the Board of Directors.

6. Enable integration between corporate governance, risk management and compliance to be driving tools in accordance with the Office of Compliance and Ethics Group (OCEEG) and cultivate as corporate culture.

The Risk Management Committee was confident that it performed all duties in supervising and managing significant risks of the organization efficiently and appropriately to keep all risks at the acceptable level (Risk Appetite) in accordance with principles and best practice of Corporate Governance, for the best benefit of the organization, shareholders and stakeholders.



(Assistant Professor Prasert Akkharapathomphong)

Chairman of Risk Management Committee

9. INTERNAL CONTROL AND CONNECTED TRANSACTIONS

9.1 Internal Control

MCOT Plc. pays attention to the internal control; therefore, it arranges its internal control system to conform to the internal control guideline as defined by the resolution of the Council of Ministries regarding the Guidelines on Corporate Governance of State-owned Enterprises, and the Principle of the Ministry of Finance on Internal Control Standard for Government Agency B.E. 2561 (2018), together with the principles of good corporate governance for listed companies required by the Stock Exchange of Thailand in order to build the reasonable confidence that the operation of MCOT Plc. would attain the internal control purposes in respect with operating efficiency and proficiency whereas such internal control also includes the use of resources, maintenance of assets, prevention or reduction of errors, damage, leakage, wastage, or corruption. In respect with the reliability of financial and non-financial reports prepared for either internal or external use, they must be accurate, reliable, and timely. In respect with the compliance with laws, the rules and obligations pertaining to the business operation of MCOT Plc. as well as self-evaluation relating to anti-corruption measures pursuant to Thailand's Private Sector Collection Action Coalition Against Corruption (CAC) together with the guidelines on setting appropriate internal control measures notified by the Office of the National Anti-corruption Commission (NACC) would be applied as the operating guideline of MCOT Plc. So that the internal control will be the continual process inserted in every activity or business operation process of each department.

MCOT Plc. has improved and developed its internal control system regularly under the Internal Control - Integrated Framework or COSO 2013: The Committee of Sponsoring Organization of the Treadway Commission. In this regard, the Internal

Control Working Group was appointed to assess both adequacy and proficiency of such internal control system in the organization to ensure that it would attain the determined purposes and goals. The evaluation result in connection with the overall internal control would be reported, on the quarterly basis, to the supervisor at least once a year (within 90 days upon the end of each calendar year), and to the Internal Control Working Group and the Audit Committee whereas the Risk Management and Internal Control Department shall be the secretary to such Working Group that is in charge of planning and handling the internal control activities of each department so that the overall operation of the Company becomes more proficient and efficient.

In 2023, MCOT Plc. carried out some additional improvement of several working processes and systems to make its operating system and internal control more efficient. The management of the internal control system of MCOT Plc. May be categorized by the internal control components under the international standard framework (COSO 2013) in 5 components and 17 principles as summarized below.

1. Internal control environment

In general, MCOT Plc. has an appropriate and adequate internal control environment to proficiency and efficiency of its business operation. In 2023, MCOT Plc. focused on the continuous building of the good environment to enhance the standard, procedure, and basic structure for implementing the internal control throughout the organization. This deems an essential base enabling other internal control components to exist securely under the following management:

- Adhere to the internal control that arouses self-control by encouraging and promoting the corporate culture making personnel at all levels realize the importance of integrity, and ethics in working; define the building of confidence, transparency, equitability, openness, frankness, and checkability or “transparency & trust” as the corporate core value that every personnel in the organization must abide by strictly; revise and improve the good governance policy and Good Governance Manual of MCOT Plc. that the Board, the Management, and employees of MCOT Plc. shall apply it as their operating guideline; and announce the use of “anti-corruption policy” as the guideline of business operation resisting all forms of corruption; announce the intent of operating the business in conformity with the principle of good governance as the direction guiding the Company’s executives and employees to perform their work honestly and responsibly under the principle of corporate governance; and operate the business in line with Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC) together with the guideline of morality and transparency evaluation prescribed by the NACC; adhere to any moral and ethical requirement along with business code of conduct and news ethics and code of conduct of MCOT Plc.; and carry out the MCOT Cares project to insist the Company’s determination to operate its business under transparency and social responsibility as a mass media, which would help promote its good image, build confidence among stakeholders in all sections, and entail the Company’s sustainability.

- Pay attention to the internal control that is formulated as the Company’s structure, personnel management policy, and hard control by improving the control environment to support the business operation and to increase the operating efficiency while the corporate structure has is improved to conform to the present and future business operation; define precisely the power and duties

of each position in writing while all rules and regulations of the Company is revised and improved to fit to the Company’s business operation; increase efficacy of the human resource management system by retaining high-competency personnel in the organization and the personnel’s skill development would be based on key competency in the creative and digital aspects so that they are relevant to the present and future business competition; pay attention to the work performance evaluation system focusing on work achievements by transferring the corporate goals to practice through KPI of each line of work, agency, department, and personnel by linking it to the offering of compensation to all levels of employees so that all of people in the Company have the same insight, joint assessment of target, are inspired and driven to perform their work with full competency while the organization is driven to meet the determined target more efficiently.

2. Risk assessment

MCOT Plc. recognizes the importance of risk management to attain the business operation objectives under a great change of the media landscape and business circumstances among the tough business competition in the digital media era. Meanwhile, the consumer behaviors have been changing rapidly while some new factors have been arisen out and tend to be more severe, and the economic circumstances have been greatly fluctuating. These factors all have impacted the business operation harshly. The Company appreciates that risk management is an essential component of all business operation processes linked in all levels; therefore, it is an important mechanism and tool of the business management to attain the established goals effectively, to boost the sustainable competitiveness and value-added for the organization. Hence, the Company formulates the risk management policy to be implemented by all personnel. The Company has carried out the

risk management systematically, and developed it continuously. To elaborate, the corporate risks would be managed by the Risk Management Committee of MCOT Plc. with duties of supervising and determining the scope of risks in order to manage the corporate risks and operating risks under the supervision of specific executives responsible for that operating. It deems the duty and responsibility of every department in managing and control any risks to stand at the acceptable level. The Risk Management and Internal Control Department shall have duties of overseeing the corporate risk management procedure in general, and of performing duties on behalf of the Risk Management Committee. In this regard, the risk management process in accordance with The Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management Integrating with Strategy and Performance (COSO-ERM 2017), which is international standard integrating the risk management process and the internal control system with the strategy and operating goals of the organization so that its operation would run in the same way, make the strategy implementation reach the established goals. The risk map was also prepared. The risk culture has been built through risk appetite to prevent some damage from the daily operation until the organization dares to encounter higher risks to enhance some new business opportunities. Appropriate risk management. KRI (Key Risk Indicator) shall be the warning alarm while the acceptable risk appetite (RA) and risk tolerance (RT) will be the outcome of the expected organization. The risk management guideline is defined concretely to mitigate the chance of loss that may take effect to the organization goals, which cover core risks of the organization, including strategic risk, operational risk, financial risk, and compliance risk. This guideline will be used to guide the Company's

operation, and it will be regularly monitored, evaluated, revised, and improved to be relevant to the internal and external changes.

In 2023, the Charter of the Risk Management Committee was reviewed to ensure that it would be appropriate, up-to-date, and in conformity with the Best Practice. The Risk Management Handbook was also reviewed and improved to be relevant to the Best Practice of COSO ERM 2017, which was subjected to the practice guideline on risk management for state-owned agencies, B.E. 2562 (2019), and the State Enterprise Assessment Model (SE-AM) applied currently, and consistent with any changes incurred as well. MCOT Plc. also gave importance to the increase of efficiency and proficiency, and the shift of its operating transparency to promote the good image and sustainable growth as well as better response to stakeholders' demands. As a result, the corporate governance policy, risk management, and government risk and compliance (GRC) have been defined so that they would be implemented tangibly according to the Office of Compliance and Ethics Group (OCEG) to drive the all sections of the organization to reach the goals or objectives until they are the good culture in the organization finally.

3. Controlling activities

MCOT Plc. provides appropriate and adequate controlling activities by defining the policy and practice rules, which explicitly specify the scope of power and duties and budget approval, segregate duties and operating for important works bearing some risks, and determine certain controlling mechanisms to prevent or reduce errors from such operating. The internal control handbook and operating handbook were also provided. The financial report and non-financial operating performance report have been regularly reviewed by the management, the Audit Committee, and the Board of Directors of MCOT Plc. Any problems or

obstacles incurred would be resolved suddenly. MCOT Plc. also placed concise and adequate measures to prevent and care for risk assets based on the nature of its core business.

In 2023, MCOT Plc. revised and improved all rules, regulations, and obligations to better get along with its business operation, e.g., Order on Authorization to Perform Work and Directing on behalf of the President, etc. Also, certain main operating procedures were improved to lessen the working steps and to increase work efficiency such as personnel recruitment process, process of revenue collection from debtors, and process of working outside, and so on.

In addition, the Corporate Governance Supervisory Division was established to work on in line with Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), and the guideline of morality and transparency assessment of The Office of the National Anti-Corruption Commission (NACC). A working team of the Anti-corruption Operation Center (ACOC) was also set up to be responsible for corruption and misconduct prevention and suppression activities, and for defining and disclosing the practice guideline pertaining to the supervision and control to prevent and monitor risks associated with fraud and corruption. In this regard, the training topic in respect with morality was put in the annual training course for existing personnel and the orientation for new personnel to ensure that the executives and employees at all levels would have knowledge and understanding, and realize their responsibility for anti-corruption. The Company has also communicated inside the organization to arouse its employees' awareness to cooperate in anti-corruption; for example, the preparation of information by the Acting President regarding Honest Intent in the Management according to the Corporate Governance Principles as the operating guideline under the Good Governance Principles,

which was communicated to all employees via e-mail at actmcot@mcot.net, the cooperation for no receipt of gifts or any other benefits with improper value during the New Year Festival or other special occasions, the notice informing all suppliers and related persons not to offer the New Year baskets or gifts during the New Year Festival (No Gift Policy), and the presentation of news relating to corruption to educate all employees via e-mail at actmcot@mcot.net and so on.

4. Information and communications

MCOT Plc. has the information system relating to its operation to support the internal control of the Company and the operation of its executives. MCOT Plc. pays attention to improving the information technology to support its operations, and to boost its competitiveness in the future such as operating on the Cloud system for better capability in changing and expanding the infrastructure work, an system arrangement to control the use of social network systems in order to prevent any violation as specified in the Personal Data Protection Act, B.E. 2562 (2019), and actions to apply the Enterprise Resource Planning (ERP) system in the Company's organization management, etc. Data and important documents are collected systematically. The information is reported and communicated to the executives and workers via intranet, e-mail, public address system, and internal information board. The intranet of the Legal Affairs Division was also set up as an achieve of law and legal informativeness as well as other rules in the organization as communication mechanisms or channels to inform all executives and employees of rules, regulations, instructions, and other information relating to their working. Moreover, any complaints and whistleblowing of employees and general people may be submitted via several channels, e.g., letter, e-mail, telephone, VOC

system, etc. to improve the Company's operation. The Data Center has always operated under ISO 27001 while the policy of the use of information and information technology system (Acceptable Use Policy) relating to the use of computer was notified to make all employees aware of and realize the importance of data. The policy of using the Company's software was also notified as the practice guideline to prevent the infringement of any copyrighted software. This is to strengthen safety and security to the Company's information system. By the determination in the information security for information services and the retention of cyber security, MCOT Plc., in 2023, received the Information Safety Standard Certificate (ISO/IEC 27001:2022). MCOT Plc. also received the Certificate of Cyber Hygiene: Silver Level from The National Cyber Security Agency (NCSA).

5. Monitoring and evaluation

MCOT Plc. has always monitored and evaluated its internal control by comparing the actual operating performance with the expected targets. The work performance evaluation has been done regularly, and it is determined as an integral part of the normal operating process of the Company's executives at all levels. The independent evaluation is also done by the Internal Audit Agency, and the Audit Committee of MCOT Plc. The Board of Directors of MCOT Plc. has also reviewed

the Company's operating performance regularly. For any matters to be improved, the Board would have discretion to instruct or define the practice methods to ensure that any matters from auditing would be remedied or improved timely.

The Internal Audit Agency has audited the efficacy of the internal control, and reported the auditing result to the Audit Committee and the Board of Directors of MCOT Plc. In this regard, the Board evaluated the internal control system of MCOT Plc. by checking up the information from the Company's executives regarding their operation based on the guideline/suggestions to improve the internal control system before giving a conclusion that, from evaluating the Company's internal control system in 5 components, which included the controlling environment, risk assessment, controlling activities, information and communications, and monitoring and evaluation. It was found that the internal control system of MCOT Plc. was adequate and appropriate for its business operation while its risk management stood at an acceptable level, and MCOT Plc. has strictly complied with all related laws, rules and regulations pertaining to its business operation.

9.2 Connected Transactions

9.2.1 Connected transactions with shareholders

In 2023, MCOT Plc. has no connected transactions with the shareholders.

9.2.2 Connected transactions for the 2021 – 2023 period

MCOT Plc.'s connected transactions with subsidiaries, associated companies and related government/ private organizations for the 2021 - 2023 period as follows:

Connected transactions in 2021

Unit : Baht

Unit : Baht

Subsidiary	Relationship with MCOT Plc.	Type of transaction	Transaction value				Condition/ Pricing policy
			Income statement January - December 2021		Balance sheet as of December 31, 2021		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Panorama Worldwide Co., Ltd. ¹	MCOT Plc. holds 49% stakes	1) MCOT Plc.	341,250.03	-	-	-	Pricing was determined on an arm's length basis
	- MCOT Plc.'s representatives are	allowed Panorama					
	Chairman of the Board	Worldwide Co., Ltd.					
	1) Assoc. Prof. Kasemsarn	to borrow money					
	Chotchakornpant	(loan interest)					
	Director						
	2) Mr. Sommai Suwannawong	2) MCOT Plc. hired	-	-	8,962,732.96	-	
	3) Miss Soontareeya Wongsirikul	Panorama					
	4) Mr. Phatiyuth Jaiswang	Worldwide Co., Ltd.					
		to produce					
		programs					
		(joint operation					
		agreement)					
SEED MCOT Co., Ltd. ²	MCOT Plc. holds 49% stakes	1) Joint radio	-	-	37,889,400.85	-	Pricing was determined on an arm's length basis
	- MCOT Plc.'s representatives are	program					
	Chairman of the Board	production					
	1) Assoc. Prof. Kasemsarn	agreement					
	Chotchakornpant						
	Director						
	2) Miss Soontareeya Wongsirikul	2) Program copyright	-	-	-	2,101,341.14	
		and advertising fees					
¹ MCOT Plc.'s Board of Directors resolved at the meeting No. 2/2019 dated February 26, 2019 to liquidate Panorama Worldwide Co., Ltd.							
² MCOT Plc.'s Board of Directors resolved at the meeting No. 16/2016 dated November 22, 2016 to liquidate SEED MCOT Co., Ltd.							

Unit : Baht

Government/ private organizations	Relationship with MCOT Plc.	Type of transaction	Transaction value				Condition/ Pricing policy
			Income statement January – December 2022		Balance sheet as of December 31, 2022		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Government Savings Bank	Mr. Boonson Jenchaimahakoon Director	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	16,292,787.23	-	5,548,689.31	-	Pricing was determined on an arm's length basis
Thai Media Fund	Mrs. Pattaraporn Vorasaph	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	3,452,851.21	-	-	-	Pricing was determined on an arm's length basis
Bank for Agriculture and Agricultural Cooperatives	Mrs. Pattaraporn Vorasaph (Director resigned from directorship on June 1, 2022)	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	1,390,679.25	-	-	-	Pricing was determined on an arm's length basis
	Mr. Chanvit Nakhburee (Director of MCOT Plc. since October 25, 2022) (Director of BAAC since November 2022)		4,221,913.31	-	4,034,760.80	-	
Government Housing Bank	Mr. Chanvit Nakhburee (Director of MCOT Plc. since October 25, 2022) (Resigned from the Board of Directors of GHBank since November 2022)	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	299,869.16	-	4,119,501.56	-	Pricing was determined on an arm's length basis

Connected transactions in 2023

Unit : Baht

Subsidiary	Relationship with MCOT Plc.	Type of transaction	Transaction value				Condition/ Pricing policy
			Income statement January - December 2023		Balance sheet as of December 31, 2023		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Panorama Worldwide Co., Ltd. ¹	MCOT Plc. holds 49% stakes - MCOT Plc.'s representatives are Chairman of the Board 1) Mr. Phatiyuth Jaiswang Directors 2) Mr. Sommai Suwannawong 3) Miss Soontareeya Wongsirikul 4) Mrs. Chothip Norasretkul	1) MCOT Plc.allowed Panorama Worldwide Co., Ltd. to borrow money (loan interest)	434,573.98	-	-	-	Pricing was determined on an arm's length basis
		2) Cost of various tools and equipment for production	-	36,286.43	-	-	
		3) MCOT Plc. hired Panorama Worldwide Co., Ltd. to produce programs (joint operation agreement)	-	-	-	-	
SEED MCOT Co., Ltd. ²	MCOT Plc. holds 49% stakes - MCOT Plc.'s representatives are Chairman of the Board 1) Mr. Phatiyuth Jaiswang Directors 2) Miss Soontareeya Wongsirikul	1) Joint radio program production agreement	-	-	-	-	Pricing was determined on an arm's length basis
		2) Program copyright and advertising fees	-	-	-	191,071.45	
¹ MCOT Plc.'s Board of Directors resolved at the meeting No. 2/2019 dated February 26, 2019 to liquidate Panorama Worldwide Co., Ltd.							
² MCOT Plc.'s Board of Directors resolved at the meeting No. 16/2016 dated November 22, 2016 to liquidate SEED MCOT Co., Ltd.							

Unit : Baht

Government/ private organizations	Relationship with MCOT Plc.	Type of transaction	Transaction value				Condition/ Pricing policy
			Income statement January – December 2023		Balance sheet as of December 31, 2023		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Government Savings Bank	Mr. Boonson Jenchaimahakoon Director	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	16,580,718.85	-	3,015,303.16	-	Pricing was determined on an arm's length basis
Bank for Agriculture and Agricultural Cooperatives	Mr. Chanvit Nakburee	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	19,334,758.49	140.00	4,679,720.05	-	Pricing was determined on an arm's length basis

Unit : Baht

Government/ private organizations	Relationship with MCOT Plc.	Type of transaction	Transaction value				Condition/ Pricing policy
			Income statement January – December 2023		Balance sheet as of December 31, 2023		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Bangchak Corporation Public Company Limited (BCP)	Mr. Chanvit Nakburee (Director of BCP since January, 2023)	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	5,168,000.00	-	1,220,000.00	-	Pricing was determined on an arm's length basis
Krungthai Bank Public Company Limited	Mr. Teerapong Wongsiwawilas (Director of MCOT Plc. since March 15, 2023)	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	1,093,481.05	-	412,989.90	-	Pricing was determined on an arm's length basis
PTT Exploration and Production Public Company Limited	Mr. Teerapong Wongsiwawilas (Director of MCOT Plc. since March 15, 2023)	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	1,653,700.00	-	50,000.00	-	Pricing was determined on an arm's length basis

9.2.3 Future Connected Transactions Policy

MCOT Plc.'s future connected transactions policy is set in compliance with the Securities and Exchange Act, regulations and notifications of the Stock Exchange of Thailand, the Securities and Exchange Commission and the Capital Market Supervisory Board, related regulations on disclosure of connected transactions of listed companies and accounting standard on disclosure of related individuals and business set by the Institute of Certified Accountants Auditors of Thailand. The Meeting of MCOT Plc.'s Board of Directors No.13/2008, dated September 8, 2008 approved in principle that any general trade agreement on transactions to be entered into between the company and its subsidiaries, directors and executives or other related individuals shall comply with the Securities and Exchange Act (Amendment), B.E. 2551 (2008). Moreover, the company has assigned the Department of Corporate Secretary to compile all details about connected transactions to be proposed to the Audit Committee every quarter.

Anticipated connected transactions include those in which the Company has been engaged on advertisements by certain agencies or state enterprises whose shares were held by the Company's major shareholder or whose directors or executives were appointed as the Company's directors or executives, and those with related companies on revenue-sharing in accordance with the Agreements on Joint-Operations of Business.

In case that the company enters into a connected transaction which may cause a conflict of interest, the Audit Committee of MCOT Plc. shall give advices on such transaction. If the Audit Committee has inadequate expertise in considering any of such connected transactions, MCOT Plc. shall appoint independent experts, for example; an auditor or a property appraiser, to provide opinions and comment on the transaction. The opinions proposed by the Audit Committee and appointed experts shall be used in decision making of the Board of Directors or shareholders as the case may be. This is to ensure that the transaction will not be a manipulation or transfer of benefits between MCOT Plc., subsidiaries, joint operating companies, related companies or shareholders of the company. MCOT Plc. shall attach utmost importance to bringing the best interests to all shareholders, especially retail shareholders.







SECTION 3

FINANCIAL

MCOT PUBLIC COMPANY LIMITED AND SUBSIDIARIES

FINANCIAL REPORT AND STATEMENT

DECEMBER 31, 2023



(For more information, Please visit
<https://investor.mcot.net/th/document/quarterly-reports>)

Shop Mania



WHO WE ARE

แพลตฟอร์มการซื้อขายสินค้า Online/On air ของบมจ. อสมท สร้างขึ้นเพื่อเป็นศูนย์กลางสินค้าของไทย ที่มีคุณภาพได้มาตรฐาน มีนวัตกรรมและเทคโนโลยีที่น่าสนใจตอบโจทย์ไลฟ์สไตล์ของผู้คนในโลกยุคปัจจุบัน มุ่งส่งเสริมสินค้าคนไทยโดยเฉพาะ

สินค้าทุกชิ้นถูกคัดสรรอย่างดีภายใต้การบริหารงานของบริษัท อสมท. และทีมงานที่มากด้วยประสบการณ์ พร้อมพัฒนาการนำเสนอสินค้าและบริการที่ดีขึ้นเพื่อคนไทยอย่างไม่หยุดยั้ง

GUARANTEED FACILITIES FOR CUSTOMERS

พร้อมสำหรับการจัดการและขายสินค้าแบบครบวงจรในทุกช่องทาง ให้คุณบริหารการขายสินค้าได้อย่างมีประสิทธิภาพ

VISION AND MISSION

การรวบรวมสินค้าไทยจากทั่วทุกสารทิศมาไว้ที่ SHOPMANIA เพื่อจะเป็นศูนย์กลางของตลาดสินค้าไทยให้ทุกคนสามารถเข้ามาซื้อ-ขายได้อย่างสะดวกสบายมากยิ่งขึ้น หวังเป็นอย่างยิ่งว่าช่องทางทั้งหมดของ MCOT จะช่วยยกระดับสินค้าไทยที่มีคุณภาพ ให้เติบโตมากยิ่งขึ้น

PRODUCTS DIFFERENTIATION

รวมสินค้าไทยที่มีคุณภาพให้ก้าวไปด้วยกัน สินค้าไทยล้วนมีเอกลักษณ์เฉพาะตัว เปี่ยมไปด้วยคุณภาพ ตลาดไทยยังคงเป็นที่ต้องการต่อผู้บริโภคอยู่เสมอ ไม่ว่าจะเป็นสินค้าอุปโภคบริโภค สินค้าไลฟ์สไตล์ และอื่น ๆ อีกมากมาย

CHANNEL OFFLINE

ช่อง 9 MCOT HD 30
วิทยุและวิทยุเครือข่ายอสมท



F.M. 95 ลูกทุ่งมหานครสถานีเพลงลูกทุ่ง



F.M. 96.5 คลื่นความคิด



F.M. 97.5 MELLOW WORK-LIFE BALANCE



F.M. 99 Active Radio คลื่นกีฬา ท่องเที่ยวและสุขภาพ



F.M. 107 MET 107 FOR LIFE AND MUSIC

CHANNEL ONLINE



WEBSITE
shopmania.mcot.net



FACEBOOK
Shop Mania



LINE/LINE MY SHOP
@Shop Mania



YOUTUBE
Shopmania MCOT



TIKTOK
Shop ManiaTH



02-114-3330
Shop Mania
shopmania.mcot.net

NEXT STEP :





ข่าวเช้า

นาทีลงทุน
investment
minutes

ข่าวเที่ยง
สำนักข่าวไทย

เรื่องน่า
พบบัน

ข่าวค่ำ
สำนักข่าวไทย

คืบข่าว
สำนักข่าวไทย

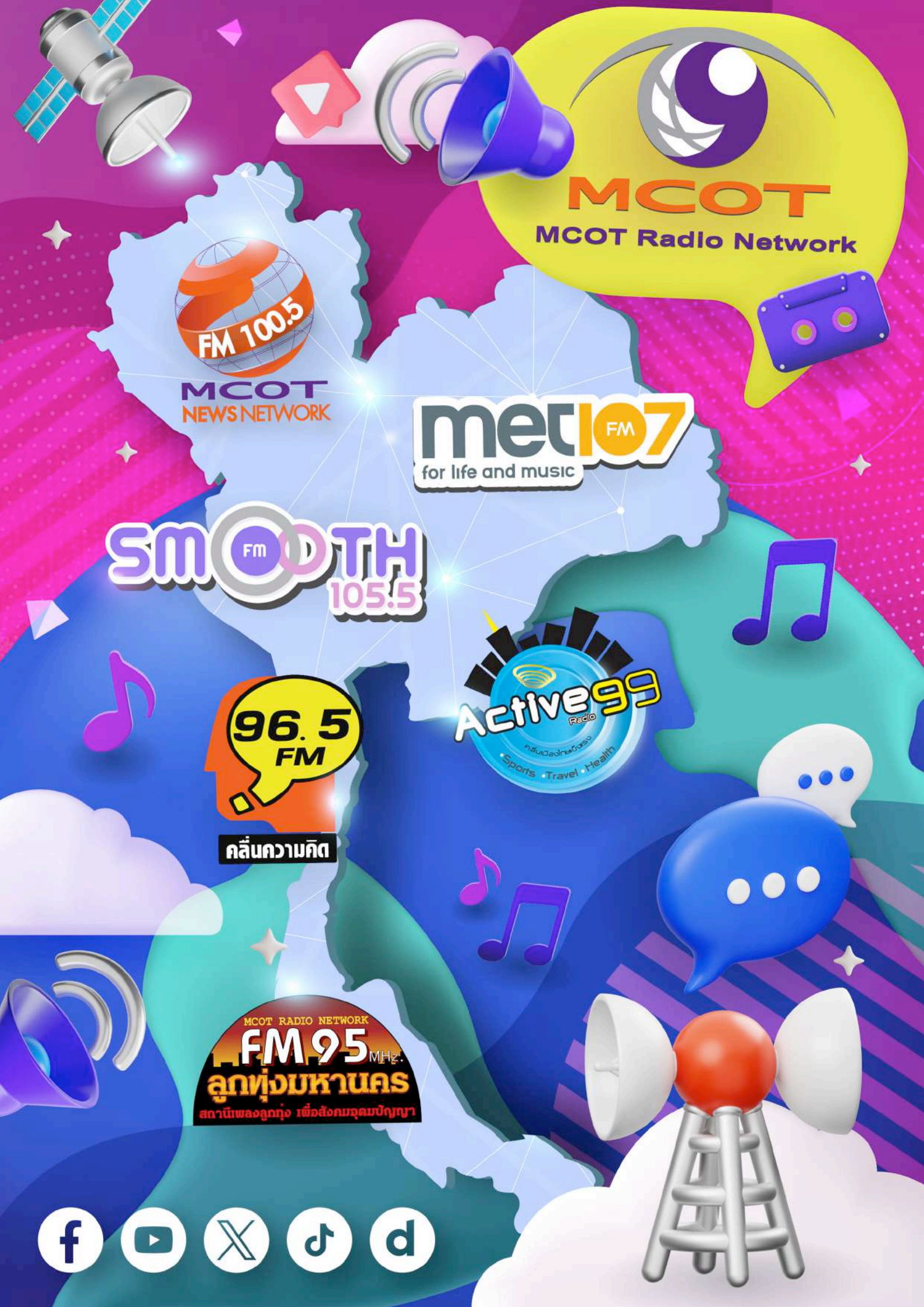
คู่ข่าว
@games

th
9 STADIUM

สื่อบัน
ทูลเกล้า

WORLD
PULSE
โลกาภิวัตน์

คู่ข่าว
เสาร์ อาทิตย์



MCOT

MCOT Radio Network



MCOT
NEWS NETWORK

met107 FM
for life and music

SMOOTH FM
105.5

96.5
FM

คลื่นความคิด



MCOT RADIO NETWORK
FM 95 MHz.
ลูกทุ่งมหานคร
สถานีเพลงลูกทุ่ง เพื่อสังคมอุดมปัญญา



BOARD OF DIRECTOR



8

7

6

5

1

2

3

4

1 Mr. Teerapong Wongsiwawilas
Chairman / Director

4 Mr. Chanvit Nakburee
Director

7 Mr. Boonson Jenchaimahakoon
Director

2 Miss Kornpranom Wongmongkol
Independent Director

**5 Assistant Professor
Prasert Akkharapathomphong**
Independent Director

8 Mr. Phaiboon Siripanoosatien
Independent Director

**3 Assistant Professor
Kangwan Yodwisitsak**
Independent Director

6 Mrs. Yanee Sangsrichun
Independent Director

MANAGEMENT TEAM



5

3

1

2

4

1 Mr. Phatiyuth Jaiswang

- Acting President
- Executive Vice President, Product Group
- Acting Senior Vice President, Television Office
- Acting Senior Vice President, Radio Office

2 Miss Soontareeya Wongsirikul

- Executive Vice President, Finance Group and Chief Financial Officer
- Acting Senior Vice President, Corporate Strategy Office

3 Mrs. Chothip Norasretkul

- Executive Vice President, Corporate Management Group

4 Mr. Sommai Suwannawong

- Executive Vice President, Marketing and Sales Group
- Acting Senior Vice President, Marketing Office
- Acting Senior Vice President, Sales Office

5 Mr. Kittipong Khantiratana

- Acting Executive Vice President, Special Affairs Group
- Senior Vice President, Asset Management Office



6

6 Mr. Khajohnsak Jaturapattaranon

- Senior Vice President, Office of Internal Audit

7

7 Mr. Phairach Santhawe

- Senior Vice President,
Office of Information Technology

8

8 Mr. Thanin Thavonsassanavong

- Senior Vice President, Office of Network Engineering

9

9 Mr. Nattapong Pattrapong

- Senior Vice President, Thai News Agency



10

10 Mr. Suwit Supmahaudom

- Senior Vice President, Human Resource Office

11

11 Miss Krisana Ubolpheng

- Senior Vice President,
Office of Accounting and Finance
- Acting Senior Vice President,
Office of President

12

12 Mr. Kriengsak Kangwanwong

- Senior Vice President, Legal Affairs Office

13

13 Mr. Nimit Sukprasert

- Senior Vice President,
Office of Business Development



SECTION 4

ATTACHMENT

ATTACHMENT 1

Information of the Board Directors, Executives,
Controlling Persons and Company Secretary

As of December 31, 2023

DETAILS ABOUT THE DIRECTORS OF MCOT PUBLIC COMPANY LIMITED (as of December 31, 2023)

Mr. Teerapong Wongsiwawilas

Chairman / Director

Age 59 Years



Education

- Bachelor of laws,
Thammasat University

Training Experiences

- Class 6/2022, Director Leadership Certification Program (DLCP), Thai Institute of Directors Association (IOD)
- Class 13/2022, Board Nomination and Compensation Program (BNCP), Thai Institute of Directors Association (IOD)
- Class 246/2017, Director Certification Program (DCP), Thai Institute of Directors Association (IOD)
- Class 57, National Defence Course, The National Defence College
- Class 8, Senior Executive Program, The office of the Civil Service commission
- Class 12/2013, Public Law and Management, King Prajadhipok's Institute

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

October 2022 - Present

- Permanent Secretary, The Prime Minister's Office

October 2022 - February 2023

- Director and Member of the Audit Committee, Mass Rapid Transit Authority of Thailand

2021 - 2023

- Government Official Advisor to Prime Minister, The Secretariat of The Prime Minister

2019 - 2023

- Council of State No.7 (Natural Resources and Environment Law), Office of the Council of State

Work Experience for the Past 5 Years (cont.)

- | | |
|-------------|---|
| 2019 – 2021 | <ul style="list-style-type: none"> National Science and Technology Development Committee, National Science and Technology Development Agency |
| 2017 – 2021 | <ul style="list-style-type: none"> Independent Director and Member of the Audit Committee, Bangchak Corporation Public Company Limited |
| 2017 – 2021 | <ul style="list-style-type: none"> Secretary-General to the Cabinet, The Secretariat of the Cabinet |

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

- | | |
|----------------|---|
| 2023 – Present | <ul style="list-style-type: none"> Chairman/ Independent Director, MCOT Public Company Limited |
|----------------|---|

Business listed company

- | | |
|------------------------|---|
| January 2023 – Present | <ul style="list-style-type: none"> Director, PTT Exploration and Production Public Company Limited |
| 2020 – Present | <ul style="list-style-type: none"> Director, Krung Thai Bank Public Company Limited |

Other Company - None -

Remarks

- Date when appointed as Independent Director March 15, 2023 – May 10, 2023
- Date when appointed as Chairman May 10, 2023 – Present

Mr. Chanvit Nakburee

Director / Chairman of Executive Committee / Member of Remuneration Committee / Member of Risk Management Committee

Age 59 Years



Education

- Master of Business Administration, Ramkhamheang University
- Bachelor of Business Administration (Accounting), Ramkhamheang University

Training Experiences

- Class 48/2021, Role of the Chairman Program (RCP), Thai Institute of Directors Association (IOD)
- Class 149/2011, Director Certificate Program (DCP), Thai Institute of Directors Association (IOD)
- Class 61, National Defense Course (NDC)
- Class 10/2017, Senior Executive Program in Science Energy, Academic institute energy
- Class 9, Corporate Governance Course for Directors and senior executives of state enterprises and Public Organization (PDI), development institute Directors and senior government executives (PDI) King Prajadhipok' Institute

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

December 2023 - Present	• Deputy Permanent Secretary, Ministry of Finance
October 2022 - December 2023	• Inspector, Ministry of Finance
2021 - November 2022	• Director, Government Housing Bank
2021 - December 2022	• Director, National Credit Bureau Company Limited
2019 - 2022	• Enterprise evaluation consultant, State Enterprise Policy Office
2019 - 2022	• Director, The Government Lottery Office
2017 - 2021	• Director, SME Development Bank
2016 - 2019	• Deputy Director, General, State Enterprise Policy Office

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

October 2022 – Present

- Director, MCOT Public Company Limited

November 2022 – December 2023

- Director, Bank for Agriculture and Agricultural Cooperatives

Business listed company

January 2023 – Present

- Director, Bangchak Corporation Public Company Limited

Other Company

– None –

Remarks

– Date when appointed as Director October 26, 2022 – April 11, 2023

– Date when appointed as Director April 11, 2023 – Present

Mr. Boonson Jenchaimahakoon

Director / Chairman of Labor Relation Committee /

Member of Executive Committee

Age 60 Years



Education

- Master of Science
(Industrial Engineering & Management),
Asian Institute of Technology
- Bachelor of Science (Mathematics), Kasetsart University

Training Experiences

- Class 149/2021, Director Certificate Program (DCP),
Thai Institute of Directors Association (IOD)
- Class 11/2019, Thai Information Technology Group (ITG),
Thai Institute of Directors Association (IOD)

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

2015 - Present

- First Senior Executive Vice President Information Technology
and Digital Banking Group, Government Savings Bank

2017 - 2019

- Director, Dhipaya Life Assurance Public Company Limited

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

April 2019 - Present

- Director, MCOT Public Company Limited

Business listed company - None -

Other Company - None -

Remarks

- Date when appointed as Director April 25, 2019 - April 21, 2022
- Date when appointed as Director April 21, 2022 - Present

Miss Kornpranom Wongmongkol

**Independent Director / Chairman of Remuneration Committee /
Member of Audit Committee / Member of Corporate Governance and
Sustainability Committee**

Age 64 Years



Education

- Doctor of Philosophy
(Public and Business Admin Jurisprudence),
Sripatum University
- Master of Arts in Education (Instructional Technology),
Southeast Missouri State University, USA
- Master Business Administration (International Business),
University of the Thai Chamber of Commerce, Bangkok
- Bachelor of Education, Chulalongkorn University

Training Experiences

- Organized by Thai Institute of Directors Association (IOD)
 - Class 16/2016, Corporate Governance for Capital Market Intermediaries (CGI)
 - Class 6/2008, Monitoring of the Quality of Financial Reporting (MFR)
 - Class 3/2008, Monitoring the System of Internal Control and Risk Management (MIR)
 - Class 3/2008, Monitoring the Internal Audit Function (MIA)
 - Class 85/2007, Director Certification Program (DCP)

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|-------------|--|
| 2007 - 2022 | <ul style="list-style-type: none"> • Member of Risk Management Committee,
Bangkok Commercial Asset Management Company Limited |
| 2018 - 2019 | <ul style="list-style-type: none"> • First Senior Executive Vice President,
Risk Management Group, Savings bank |
| 2016 - 2018 | <ul style="list-style-type: none"> • First Executive Vice President, Strategy Group, Savings bank |

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

- | | |
|--------------------------|---|
| April 2021 - Present | <ul style="list-style-type: none"> • Independent Director, MCOT Public Company Limited |
| August 2020 - April 2021 | <ul style="list-style-type: none"> • Director, MCOT Public Company Limited |

Business listed company - None -

Other Companies - None -

Remarks

- Date when appointed as Independent Director August 7, 2020 - April 30, 2021
- Date when appointed as Independent Director April 30, 2021 - Present

Assistant Professor Kangwan Yodwisitsak

Independent Director / Chairman of Audit Committee /

Chairman of Nomination Committee

Age 52 Years



Education

- Doctor of Business Administration (DBA), The University of South Australia, Adelaide, Australia
- Master of Business Administration (MBA) in Finance and Marketing, Sasin School of Management
- Bachelor of Business Administration (BBA) in Marketing, Assumption University

Training Experiences

- Class 43/2022, Advanced Audit Committee Program (AACP), Thai Institute of Directors Association (IOD)
- Class 304/2021, Director Certification Program (DCP), Thai Institute of Directors Association (IOD)

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|--------------------------|--|
| December 2023 - Present | • Independent Director,
Planet Communications Asia Public Company Limited |
| September 2022 - Present | • Assistant to the President, Srinakharinwirot University |
| 2019 - Present | • Full-time Faculty Member in Business administration for society,
Srinakharinwirot University |
| 2018 - Present | • Sub-committee member of Human Resource Management and
Organization Development, National Innovation Authority |
| 2015 - 2019 | • Full-time Faculty Member in Business Administration,
Mahidol University International College |
| 2015 - 2018 | • Associate Dean of International Affairs and Networking,
Mahidol University International College |

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

- | | |
|----------------|---|
| 2020 - Present | • Independent Director, MCOT Public Company Limited |
|----------------|---|

Business listed company - None -

Other Company - None -

Remarks

- Date when appointed as Independent Director August 7, 2020 - April 30, 2021
- Date when appointed as Independent Director April 30, 2021 - Present

Mr. Phaiboon Siripanoosatien

Independent Director / Member of Executive Committee /

Member of Risk Management Committee

Age 60 Years



Education

- Master of Political Science (Politics and Government), Sukhothai Thammathirat Open University

- Bachelor of Engineering, Chulalongkorn University

Training Experiences

- Class 105/2008, Director Certificate Program (DCP), Thai Institute of Directors Association (IOD)
- Class 1, Certificate Course for Executives, Public Administration and Public Law Course, From King Prajadhipok Institute
- Class 1, Certificate Course for Executives, Public Economic Management Program, From King Prajadhipok Institute
- Class 7, Certificate Course for Executives Politics and Governance in Democratic System, King Prajadhipok Institute
- Class 3, Certificate Course for Executive Program Capital Market Academy
- Class 5, Certificate Course for Executive Program Trade and Commerce, University of the Thai Chamber of Commerce
- Certificate of the "Director Certificate Program", Institute of Directors Australian Company (ACID)
- Diploma, Nation Defence College, The National Defence Course

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

2018 - Present

- Director, National Defense Volunteer Foundation, Royal Thai Army

2014 - 2018

- Director and Chairman Executive Director, Eastern Water Resources Development and Management Public Company Limited

2013 - 2018

- Executive Director and Chairman Sub-committee to drive operations, Geo-Informatics and Space Technology Development Agency (Ministry of Science and Technology)

2013 - 2018

- Director of the Revenue and Property Management Committee, Sukhothai Thammathirat Open University

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

November 2020 – Present

- Independent Director, MCOT Public Company Limited

Business listed company

2013 – Present

- Chairman, Amanah Leasing Public Company Limited

2008 – December 2023

- Director, Finansia Syrus Securities Public Company Limited

Other Company – None –**Remarks**

- Date when appointed as Independent Director November 26, 2020 – 2022
- Date when appointed as Independent Director April 21, 2022 – Present

Assistant Professor Prasert Akkharapathompong

**Independent Director / Chairman of Risk Management Committee /
Chairman of Corporate Governance and Sustainability Committee /
Member of Nomination Committee**

Age 57 Years



Education

- Master Degree in Administration Engineering, Keio University, Japan
- Bachelor Degree Industrial Engineering, Chulalongkorn University

Training Experiences

- Class 171/2020, Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD)
- Certificate in Enterprise Risk Management (ERM)/ Business Continuity Management (BCM)
- Certificate in Chulalongkorn University Executive Forum

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

2018 - Present

- Assistant to the President of Chulalongkorn University (Strategic planning Risk and quality management), Mahamakut Buddhist University

2014 - 2021

- Member of Risk Management Committee, Chulalongkorn University

2018 - October 2020

- Member of Risk Management Committee, Nok Airlines Public Company Limited

2014 - 2020

- Member of Risk Management Supervisory Committee, Chulalongkorn University

2014 - 2020

- Member of Risk Management Committee, Chula Unisearch Chulalongkorn University

2014 - 2018

- Assistant to the President of Chulalongkorn University (Strategic planning Risk and quality management), Chulalongkorn University

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

November 2020 – Present

- Independent Director, MCOT Public Company Limited

Business listed company

2020 – Present

- Independent Director / Chairman of Risk Management Committee / Director of Audit Committee / Director of Nomination and Remuneration Committee, ATP 30 Public Company Limited

Other Companies

2021 – Present

- Director of Risk Management Committee, Mahamakut Buddhist University
- Director of Risk Management Committee, Srisavarindhira Thai Red Cross Institute of Nursing
- Director of Risk Management Committee, Srinakharinwirot University
- Director of Risk Management Committee, Thammasat University
- Director of Printing House Management, Chulalongkorn University
- Full-time Faculty Member in Engineering Industry, Faculty of Engineering, Chulalongkorn University

2016 – Present

1992 – Present

Remarks

- Date when appointed as Independent Director November 26, 2020 – April 30, 2021
- Date when appointed as Independent Director April 30, 2021 – Present

Mrs. Yanee Sangsrichun

Independent Director / Member of Audit Committee / Member of Remuneration Committee / Member of Nomination Committee

Age 64 Years



Education

- Master of Business Administration, Maejo University
- Bachelor of Business Administration (Accounting), Ramkhamhaeng University

Training Experiences

- Class 258/2018, Director Certificate Program (DCP), Thai Institute of Directors Association (IOD)
- Class 10, Executives : Government Officials
- Class 4, Senior Public Sector Finance Executive
- Class 76, Senior Executive: Leaders with Vision and Virtue
- Executive Program for Senior Management 2007 Human Resource Development Project to be Professional Executives for High - Ranking Officials of the, Ministry of Finance
- Intensive English Training Course for Government Officials

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|-------------|--|
| 2020 | • Inspector-General, Ministry of Finance |
| 2019 | • Advisor of Fiscal and Financial System Development, Comptroller General's Department |
| 2017 - 2018 | • Deputy of Comptroller-General, Comptroller General's Department |

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

- | | |
|----------------------|---|
| April 2021 - Present | • Independent Director, MCOT Public Company Limited |
|----------------------|---|

Business listed company - None -

Other Companies - None -

Remarks - Date when appointed as Independent Director April 30, 2021 - Present

PROFILE OF DIRECTORS WHO RESIGNED AND RETIRED FROM COMPANY IN 2023

Pol.Gen. Tawitchat Palasak

Chairman / Independent Director

Age 65 Years



Education

- Master of Public Administration, National Institute of Development Administration
- Bachelor of Public Administration, Royal Police Cadet Academy

Training Experiences

- Class 46/2020, Role of the Chairman Program (RCP), Thai Institute of Directors Association (IOD)
- Class 28, Senior Police Administration Course, Institute of Police Service Development

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|------|---|
| 2019 | • Special Advisor, Royal Thai Police |
| 2018 | • Deputy Inspector General, Royal Thai Police |

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

- | | |
|------------------------|--|
| July 2020 - April 2023 | • Chairman / Independent Director, MCOT Public Company Limited |
|------------------------|--|

Business listed company - None -

Other Company - None -

Remarks

- Date when appointed as Independent Director July 29, 2020 - April 11, 2023
- Date when appointed as Chairman September 22, 2020 - April 11, 2023

Mr. Sommai Lakananuruk

Vice Chairman

Age 64 Years



Education

- Master of Arts (Public Administration), National Institute of Development Administration
- Bachelor of Arts (Political Science), Ramkhamhaeng University

Training Experiences

- Class 304/2021, Director Certification Program (DCP), Thai Institute of Directors Association (IOD)
- Thailand National Defence College, Ministry of Defense
- Class 82, The Civil Service Executive Development Program, Office of the Civil Service Commission

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|--------------------------|--|
| April 2022 - Present | • Director Advisory Level, Office of the Personal Data Protection Commission (PDPC Thailand) |
| September 2021 - Present | • Member of University Council, Advisory Level, Nakhon Phanom University |
| 2021 - Present | • Member of University Council, Advisory Level, Princess of Naradhiwas University |
| 2021 - Present | • Member of University Council, Advisory Level, Roi Et Rajabhat University |
| 2019 - 2021 | • Deputy Director, Budget Bureau |
| 2018 - 2019 | • Senior Advisor, Budget Bureau |

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

- | | |
|----------------------------|--|
| November 2019 - April 2020 | • Director, MCOT Public Company Limited |
| May 2021 - April 2023 | • Vice Chairman of Director, MCOT Public Company Limited |

Business listed company - None -

Other Company - None -

Remarks

- Date when appointed as Director November 13, 2019 - April 29, 2020
- Date when appointed as Director April 29, 2020 - April 11, 2023

Mr. Sirote Ratanamahatana

Director / Acting President

Age 50 Years



Education

- Doctor of International Business Administration, Kennedy-Western University, USA
- Master of Science in Electrical Engineering, Wichita State University, USA
- Bachelor of Science in Electrical Engineering, Chulalongkorn University

Training Experiences

- Class 304/2021, Director Certification Program (DCP), Thai Institute of Directors Association (IOD)

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

2019 - Present

- Member of Risk Management Sub-committee, Geo Informatics and Space Technology Development Agency (Public Organization)

2019 - 2020

- Specialist, Commission of Information Technology, Communication and Telecommunication, Senate

2019 - 2020

- Member, Sub-committee on Telecommunications and Satellite and Sub-committee on monitoring, recommending and Accelerating National Reform, Senate

2019 - 2020

- Extraordinary Commissioner, National Legislative Assembly of Thailand and House of Representatives of Thailand to consider 10 version of digital laws, The National Legislative Assembly

2019 - September 2020

- Secretary, Commission of Judiciary, Independent Organization, Prosecutor, State Enterprise and Public Fund, House of Representatives, Senate

2015 - 2019

- Honorary Advisor to the Committee on Science, Information Technology and Mass Communication, The National Legislative Assembly

2015 - 2019

- Member and Consultant of Sub-committee on satellite technology for Security, Sub-committee on Mass Communication and Sub-committee on Space Operations, The National Legislative Assembly

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

July 2020 – August 2020	• Independent Director, MCOT Public Company Limited
August 2020 – August 2021	• Director and Acting President, MCOT Public Company Limited
September 2021 – February 2023	• Director, MCOT Public Company Limited
September 2022 – February 2023	• Acting President, MCOT Public Company Limited

Business listed company – None –

Other Company – None –

Remarks

- Date when appointed as Director July 29, 2020 – August 28, 2020
- Date when appointed as Acting President August 29, 2020 – August 31, 2021
- Date when appointed as Director September 1, 2021 – February 4, 2023

Pol.Lt.Gen. Sirichun Chunsangsawang

Independent Director

Age 65 Years



Education

- Doctor of Philosophy (Development Management), Suan Sunandha Rajabhat University
- Master of Arts (Administration and Social Development, Kasetsart University
- Bachelor of Laws, Sukhothai Thammathirat Open University
- Bachelor of Business Administration (Accounting), Ramkhamhaeng University
- Bachelor of Business Administration (Finance and Banking), Ramkhamhaeng University

Training Experiences

- Class 309/2021, Director Certification Program (DCP), Thai Institute of Directors Association (IOD)

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

2019 - Present

- Advisor on Corporate Governance Development a Promotion, Social Security Office

2018

- Special Expert, Royal Thai Police

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

2021 - April 2023

- Independent Director, MCOT Public Company Limited

Business listed company - None -

Other Company

2021 - Present

- Independent Director, Atlas Energy Public Company Limited

Remarks

- Date when appointed as Independent Director April, 30 2021 - April 19, 2023

PROFILES OF THE MANAGEMENT TEAM OF MCOT PUBLIC COMPANY LIMITED (as of December 31, 2023)

Mr. Phatiyuth Jaiswang

Executive Vice President, Product Group

Age 58 Years



Education

- Bachelor of Communication Arts, Bangkok University

Training Experiences

- Class 9, Senior Mass Communication Administration Training on Radio and Television Broadcasting
- Modern Manager Program
- The Boss Program, organized by Management and Psychology Institute
- Class 2, Executive Program for High-Level Communication for TV and Radio Operations

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

February 2023 - Present	<ul style="list-style-type: none"> • Acting President, MCOT Public Company Limited
February 2023 - Present	<ul style="list-style-type: none"> • Chairman, SEED MCOT Company Limited
February 2023 - Present	<ul style="list-style-type: none"> • Chairman, Panorama Worldwide Company Limited
December 2022 - Present	<ul style="list-style-type: none"> • Executive Vice President, Product Group, MCOT Public Company Limited
December 2022 - Present	<ul style="list-style-type: none"> • Acting Vice President, Television Office, MCOT Public Company Limited
December 2022 - Present	<ul style="list-style-type: none"> • Acting Vice President, Radio Office, MCOT Public Company Limited

Work Experience for the Past 5 Years (cont.)

February 2021 – Present	<ul style="list-style-type: none"> • Director, Panorama Worldwide Company Limited
March 2021 – December 2022	<ul style="list-style-type: none"> • Acting Executive Vice President, Product Group, MCOT Public Company Limited
April 2020 – December 2022	<ul style="list-style-type: none"> • Senior Vice President, Television Office, MCOT Public Company Limited
July 2019 – April 2020	<ul style="list-style-type: none"> • Vice President, 9 MCOT HD and Acting Senior Vice President, 9 MCOT HD, MCOT Public Company Limited
October 2018 – July 2019	<ul style="list-style-type: none"> • Vice President, 9 MCOT HD and Acting Senior Vice President, Television Office, MCOT Public Company Limited
September 2016 – September 2018	<ul style="list-style-type: none"> • Vice President, Advertising Administration Department, MCOT Public Company Limited

Remarks – Appointed Acting President on February 4, 2023

Miss Soontareeya Wongsirikul

**Executive Vice President, Finance Group and
Chief Financial Officer**

Age 55 Years



Education

- M.B.A. Finance,
Sasin Graduate Institute of Business
Administration of Chulalongkorn University
- Master of Science (Biotechnology),
Chulalongkorn University
- Bachelor of Science (Biotechnology),
King Mongkut's Institute
of Technology Ladkrabang

Training Experiences

- Class 3, CFO Refresher
- Class 13, Executive Program for Justice Administration,
"Justice and Challenges in Next Decade"
- Class 1, Speaker in Forensic Accounting Series,
"Business Rehabilitation Processes after Covid-19 Crisis"
- Class 18/2019, Risk Management Program for Corporate Leader,
Thai Institute of Directors Association (IOD)
- Strategic Financial Leadership Program 2018,
Thai Listed Companies Association
- Class 5/2017, Strategic CFO in Capital Markets Program,
Stock Exchange of Thailand
- Class 6/2016, Ethical Leadership Program (ELP),
Thai Institute of Directors Association (IOD)
- Class 215/2015, Director Certificate Program (DCP),
Thai Institute of Directors Association (IOD)
- Class 2, CFO Refresher

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

January 2023 - Present	<ul style="list-style-type: none">• Acting Executive Vice President, Corporate Management Group, MCOT Public Company Limited
January 2023 - Present	<ul style="list-style-type: none">• Executive Vice President, Finance Group and Chief Financial Officer, MCOT Public Company Limited
February 2021 - December 2022	<ul style="list-style-type: none">• Executive Vice President, Finance Group and Chief Financial Officer, MCOT Public Company Limited
February 2021 - October 2022	<ul style="list-style-type: none">• Acting Executive Vice President, Corporate Management Group, MCOT Public Company Limited
January 2022 - August 2022	<ul style="list-style-type: none">• Acting Senior Vice President, Corporate Strategy Office, MCOT Public Company Limited
February 2015 - December 2019	<ul style="list-style-type: none">• Chief Financial Officer, G Steel Public Company Limited

Mrs. Chothip Norasretkul

Executive Vice President, Corporate Management Group

Age 58 Years



Education

- Master of Public Administration, Chulalongkorn University
- Bachelor of Political Science, Chulalongkorn University

Training Experiences

- Class 14/2018 Ethical Leadership Program (ELP) , Thai Institute of Directors Association (IOD)
- Class 3/2018, Strategic Management Program
- Class 10, Senior Strategic Management Program on Corruption Prevention and Suppression

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|------------------------------|--|
| December 2022 - Present | • Executive Vice President, Corporate Management Group, MCOT Public Company Limited |
| October 2022 - December 2022 | • Acting Executive Vice President, Corporate Management Group, MCOT Public Company Limited |
| October 2022 - December 2022 | • Acting Senior Vice President, Corporate Strategy Office, MCOT Public Company Limited |
| January 2021 - December 2022 | • Senior Vice President, Office of Radio, MCOT Public Company Limited |
| July 2018 - December 2020 | • Senior Vice President, reporting directly to the President, MCOT Public Company Limited |
| August 2015 - July 2018 | • Senior Vice President, Office of Human Resources, MCOT Public Company Limited |

Mr. Sommai Suwannawong

Executive Vice President, Marketing and Sales Group

Age 58 Years



Education

- Master of Business Administration (Finance and Banking), Ramkhamhaeng University
- Bachelor of Science (Applied Statistics), Chandrakasem Teachers College
- Vocational Certificate (Accounting), Darun Pitaya Commercial College

Training Experiences

- Class 15, Good Governance Program for Middle Management
- Class 22, Judicial Process Program for Senior Management

Share holding status (percentage) 0.000013

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|-------------------------------|--|
| January 2023 – Present | <ul style="list-style-type: none"> • Acting Senior Vice President, Marketing Office, MCOT Public Company Limited |
| December 2022 – Present | <ul style="list-style-type: none"> • Executive Vice President, Marketing and Sales Group, MCOT Public Company Limited |
| January 2023 – January 2024 | <ul style="list-style-type: none"> • Acting Senior Vice President, Sales Office, MCOT Public Company Limited |
| June 2022 – December 2022 | <ul style="list-style-type: none"> • Senior Vice President, Marketing and Sales Office, MCOT Public Company Limited |
| March 2021 – December 2022 | <ul style="list-style-type: none"> • Acting Executive Vice President, Marketing and Sales Group, MCOT Public Company Limited |
| November 2021 – May 2022 | <ul style="list-style-type: none"> • Acting Senior Vice President, Marketing Office, MCOT Public Company Limited |
| January 2021 – May 2022 | <ul style="list-style-type: none"> • Senior Vice President, Sales Office, MCOT Public Company Limited |
| October 2019 – December 2020 | <ul style="list-style-type: none"> • Senior Vice President, Corporate Management and Risk management Group, MCOT Public Company Limited |
| October 2018 – July 2019 | <ul style="list-style-type: none"> • Acting Senior Vice President, Television Office, MCOT Public Company Limited |
| October 2017 – September 2019 | <ul style="list-style-type: none"> • Senior Vice President, Corporate Management Group, MCOT Public Company Limited |

Mr. Kittipong Khantiratana

Senior Vice President, Asset Management Office

Age 58 Years



Education

- Bachelor of Laws,
Thammasat University

Training Experiences

- Class 7, Medical Good Governance Certificate for Senior Management, King Prajadhipok's Institute and the Medical Council of Thailand
- Class 64, Diploma, the National Defense Course of the National Defense College

Share holding status (percentage) 0.000009

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|----------------------------|---|
| January 2023 - Present | • Acting Executive Vice President, Special Affairs Group, MCOT Public Company Limited |
| June 2022 - Present | • Senior Vice President, Office of Asset Management, MCOT Public Company Limited |
| October 2021 - May 2022 | • Acting Senior Vice President, Legal Affairs Office, MCOT Public Company Limited |
| January 2021 - May 2022 | • Senior Vice President, Office of Human Resources, MCOT Public Company Limited |
| June 2020 - December 2020 | • Company Secretary, MCOT Public Company Limited |
| April 2020 - December 2020 | • Senior Vice President, Office of the President, MCOT Public Company Limited |
| 2018 | • Director of Human Resources Department Vice President, MCOT Public Company Limited |

Miss Krisana Ubolpheng

Senior Vice President, Office of Accounting and Finance

Age 53 Years



Education

- Master of Accounting, Chulalongkorn University
- Bachelor of Laws, Thammasat University
- Bachelor of Business Administration (Accounting), Ramkhamhaeng University
- Certified Public Accountant
- Administrative Receiver

Training Experiences

- Class 6, Senior Management Program on Public Finance
- CFO 2024
- 2023 Annual CRO Summit : Navigating a Changing Regulatory Environment

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

January 2021 - Present

- Acting Senior Vice President, Office of President, MCOT Public Company Limited

October 2017 - Present

- Senior Vice President, Office of Accounting and Finance, MCOT Public Company Limited

Mr. Kriengsak Kangwanwong

Senior Vice President, Legal Affairs Office

Age 56 Years



Education

- Bachelor of Laws,
Ramkhamhaeng University

Training Experiences

- Class 8/2001, Executives of Provincial Administrative Organization
- Class 1, New Political Leaders, King Prajadhipok's Institute
- Corporate Secretary and Preparation of Minutes for Directors and Shareholders' Meetings, Thai Institute of Directors Association (IOD)
- Class 22, Politics and Administration under Democracy System for Executives, King Prajadhipok's Institute

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

June 2022 - Present	<ul style="list-style-type: none"> • Senior Vice President, Legal Affairs Office, MCOT Public Company Limited
March 2020 - May 2022	<ul style="list-style-type: none"> • Deputy Managing Director, Legal Affairs and Human Resources, Beauty Society 9 Company Limited
July 2019 - September 2020	<ul style="list-style-type: none"> • Secretariat Member of Committee on Management Verification and Assessment, The NBTC
February 2018 - October 2020	<ul style="list-style-type: none"> • Honorary Advisor to Justice and Legal Procedure, Police Affairs, National Legislative Assembly
August 2017 - December 2018	<ul style="list-style-type: none"> • Advisor on Playing Card Factory, Excise Department, Ministry of Finance

Mr. Khajohnsak Jaturapattaranon

Senior Vice President, Office of Internal Audit

Age 48 Years



Education

- Master of Business Administration (Finance and Banking), Ramkhamhaeng University
- Bachelor of Business Administration (Finance and Banking), Ramkhamhaeng University
- Certificate of Professional Internal Auditor (CPIAT)

Training Experiences

- Class 17/2015, Anti Corruption : The Practical Guide (ACPG), Thai Institute of Directors Association (IOD)
- Class 13, Senior Strategic Management Program on Corruption Prevention and Suppression
- Anti - Corruption Training : International
- Anti - Corruption Academy (IACA)

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

2015 - Present

- Senior Vice President, Office of Internal Audit, MCOT Public Company Limited

Mr. Nattapong Pattrapong

Senior Vice President, Thai News Agency

Age 54 Years



Education

- Bachelor of Communication Arts, Bansomdejchaopraya Rajabhat University

Training Experiences

- MINI MBA, MCOT
- Class 1, The Young Executive Program in Energy Literacy for a Sustainable Future, YTEA, Thailand Energy Academy

Share holding status (percentage) 0.000010

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

October 2023 - Present

- Senior Vice President, Thai News Agency, MCOT Public Company Limited

2021 - September 2023

- Executive Editor of News Editorial Department, MCOT Public Company Limited

2019 - 2020

- Supervisor of Economic News Division, MCOT Public Company Limited

Mr. Thanin Thavonsassanavong**Senior Vice President, Office of Network Engineering**

Age 59 Years

**Education**

- Master of Business Administration (Marketing), Ramkhamhaeng University
- Master of Engineering (Electrical Communications), King Mongkut Institute of Technology Ladkrabang
- Bachelor of Engineering (Electrical Communications), King Mongkut Institute of Technology Ladkrabang

Training Experiences

- Digital Broadcasting Engineering Training Course at NHK Training Center, Japan

Share holding status (percentage) 0.000116**Family Relationship with Directors and Executives** - None -**Work Experience for the Past 5 Years**

September 2017 - Present

- Senior Vice President, Office of Network Engineering, MCOT Public Company Limited

Mr. Nimit Sukprasert

Senior Vice President, Office of Business Development

Age 53 Years



Education

- Master of Communication Arts (Business Communication Arts), Dhurakij Pundit University
- Bachelor of Economics (Business Economics), Dhurakij Pundit University

Training Experiences

- Class 12, National Security Administration Program, organized by National Intelligence Agency
- Class 4, Digital CEO, organized by Digital Economy Promotion Agency (DEPA)

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

- | | |
|------------------------|---|
| October 2021 - Present | <ul style="list-style-type: none"> • Senior Vice President, Office of Business Development, MCOT Public Company Limited |
| 2021 | <ul style="list-style-type: none"> • Vice President of Domestic News Department, Thai News Agency, MCOT Public Company Limited |
| 2020 - 2021 | <ul style="list-style-type: none"> • Vice President of Regional News Department, Thai News Agency, MCOT Public Company Limited |
| 2015 - 2020 | <ul style="list-style-type: none"> • Supervisor of Political News Division, Thai News Agency, MCOT Public Company Limited |

Mr. Phairach Santhawe

Senior Vice President, Office of Information Technology

Age 57 Years



Education

- Bachelor of Education (Educational Innovation Technology), Chandrakasem Rajabhat University
- Mini MBA Certificate, Chulalongkorn University
- Mini MBA Certificate, Thammasat University
- The Leadership Grid Seminar

Training Experiences

- Competency Development Program for Department Directors
- Cloud Solution Workshop for MCOT
- MCOT Leadership Development Program 1 (ELP)
- Creating business advantage through Digital Transformation Module 1 – 4

Share holding status (percentage) – None –

Family Relationship with Directors and Executives – None –

Work Experience for the Past 5 Years

2020 – Present

- Senior Vice President, Office of Information Technology, MCOT Public Company Limited

2019 – 2020

- Vice President of Information Technology Strategy and Development, Office of Information Technology, MCOT Public Company Limited

2018 – 2019

- Vice President of Digital Department, MCOT Public Company Limited

Mr. Suwit Supmahaudom

Senior Vice President, Human Resource Office

Age 56 Years



Education

- Bachelor of Communication Arts, Sukhothai Thammathirat Open University

Training Experiences

- Cost Analysis and Management
- Class 1, Goal Setting and Performance Feedback
- Ministry of Finance's Public Procurement and Asset Management Program
- Vision of Sustainable Business Administration and Search for Future Growth
- Project Management from New Ideas to Support Business in the Future through Workshop

Share holding status (percentage) 0.000683

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

June 2022 - Present

- Senior Vice President, Human Resource Office, MCOT Public Company Limited

2021 - May 2022

- Senior Vice President, Asset Management Office, MCOT Public Company Limited

2020

- Vice President, News Creation and Production Department, Thai News Agency, MCOT Public Company Limited

2019

- Acting Vice President, Production Asset Management Department, MCOT Public Company Limited

Miss Salinee Chimwarun

Vice President, Accounting Department

Age 53 Years



Education

- Bachelor of Business Administration (Accounting), Ramkhamhaeng University

Training Experiences

- Mitigation Measures on Compliance with IFRS 9 (on the topic of Financial Tools)
- Creative Management Accounting with Cost Accounting Principles in Digital World
- Statement Adjustment as required by Financial Statements of Public Companies
- Knowledge Distribution: Annual Fees, Account Preparations, Income Differentiation in Radio and Television Broadcasting
- Land and Building Tax: Planning and Preparedness before Enforcement in 2020
- Class 1/2023, Diploma of Accountant in the Digital Age, Thailand Federation of Accounting Professions

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

August 2018 - Present

- Vice President, Accounting Department, MCOT Public Company Limited

Miss Khantana Harounpoke

Vice President, Finance Department

Age 56 Years



Education

- Master of Business Administration (Taxation), University of the Thai Chamber of Commerce
- Bachelor of Accountancy (Accounting), Bangkok University

Training Experiences

- Class 19, Executive Financial Management Program, Chulalongkorn University
- Class 11, Accounting for Non-Accountants Program, Chulalongkorn University
- Class 1, Mass Communication Administration Program, Thammasat University
- Graduate Diploma Program (Taxation), University of the Thai Chamber of Commerce
- Class 1, Smart Manager & Leadership Program for Organization Development (MLP), MCOT Leadership Development Program

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

April 2023 - Present

- Vice President, Finance Department, MCOT Public Company Limited

CORPORATE SECRETARY

Mr. Pornchit Piamsri

Corporate Secretary

Age 52 Years



Education

- Master of Political Science (Political Management)
Ramkhamhaeng University
- Bachelor of Communication Arts (Advertising and Public relations), Bangkok University

Training Experiences

- Class 58/2022, Anti Corruption : The Practical Guide (ACPG), Thai Institute of Directors Association (IOD)
- Class 115/2021, Company Secretary Program (CSP), Thai Institute of Directors Association (IOD)
- Class 24, Relationship Development Program for Management, Directorate of Civil Affairs, Royal Thai Army
- Class 1, Smart Manager & Leadership Program for Organization Development (MLP), MCOT Leadership Development Program

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

2022 - Present

- Secretary to the Commission on Higher Education, Science, Research and Innovation, Senate

January 2021 - Present

- Vice President, Corporate Secretary Department and Company Secretary and Acting Vice President, Property Development Department, MCOT Public Company Limited

2021 - 2023

- Public Relations and Marketing Sub-committee, National Savings Fund, Ministry of Finance

2020

- Vice President, of Real Estate Development, MCOT Public Company Limited

2019

- Vice President, Business Development Department, MCOT Public Company Limited

2014 - 2018

- Vice President, Government Projects and Special Events Department, MCOT Public Company Limited

Remarks

- Appointed on January 1, 2021

ATTACHMENT 2

DETAILS OF DIRECTORS AND SUBSIDIARIES

Nominal List	MCOT Plc.	Subsidiary		Related company						
		1	2	3	4	5	6	7	8	9
Directors										
1. Mr. Teerapong Wongsiwawilas	X			√	√					
2. Mr. Chanvit Nakhuree	√					√	√			
3. Mr. Boonson Jenchaimahakoon	√									
4. Miss Kornpranom Wongmongkol	√									
5. Asst.Prof. Kangwan Yodwisitsak	√							√		
6. Mr. Phaiboon Siripanoosatie	√								√	
7. Asst.Prof. Prasert Akkharapathomphong	√									√
8. Mrs.Yanee Sangsrichun	√									
Management										
1. Mr. Phatiyuth Jaiswang*		X	X							
2. Miss Soontareeya Wongsirikul		√								
3. Mrs. Chothip Norasretkul		√								
4. Mr. Sommai Suwannawong		√								
5. Mr. Kittipong Khantiratana										
6. Miss Krisana Ubolpheng										
7. Mr. Kriengsak Kangwanwong										
8. Mr. Khajohnsak Jaturapattaranon										
9. Mr. Nattaphong Pattrapong										
10. Mr. Thanin Thavonsassanavong										
11. Mr. Nimit Sukprasert										
12. Mr. Phairach Santhawe										
13. Mr. Suwit Supmahaudom										
14. Miss Salinee Chimwarun										
15. Miss Khantana Harounpoke										

*Appointed Acting President on February 4, 2023

List of companies

1. Panorama Worldwide Company Limited
2. SEEDMCOT Company Limited
3. PTT Exploration and Production Public Company Limited
4. Krungthai Bank Public Company Limited
5. Bank for Agriculture and Agricultural Cooperatives
6. Bangchak Corporation Public Company Limited
7. Planet Communications Asia Public Public Company Limited
8. Amanah Leasing Public Company Limited
9. ATP 30 Public Company Limited

X = Chairman

✓ = Director

ATTACHMENT 3

DETAIL OF HEAD OF THE OFFICE OF INTERNAL AUDIT

Mr. Khajohnsak Jaturapattaranon

Senior Vice President, Office of Internal Audit

Age 48 Years



Education

- Master of Business Administration (Finance and Banking), Ramkhamhaeng University
- Bachelor of Business Administration (Finance and Banking), Ramkhamhaeng University
- Certificate of Professional Internal Auditor (CPIAT)

Training Experiences

- Class 17/2015, Anti Corruption : The Practical Guide (ACPG), Thai Institute of Directors Association (IOD)
- Class 13, Senior Strategic Management Program on Corruption Prevention and Suppression
- Anti - Corruption Training : International
- Anti - Corruption Academy (IACA)

Share holding status (percentage) - None -

Family Relationship with Directors and Executives - None -

Work Experience for the Past 5 Years

2015 - Present

- Senior Vice President, Office of Internal Audit, MCOT Public Company Limited

ATTACHMENT 4

BUSINESS ASSETS AND DETAILS ON ASSET VALUATION

Details are published on page 73 – 75

ATTACHMENT 5

GUIDELINES ON GOOD CORPORATE GOVERNANCE PRINCIPLES ON MORALITY, ETHICS, AND CODE OF CONDUCT SCOPE OF RESPONSIBILITIES OF DIRECTORS AND COMMITTEES OF MCOT PUBLIC COMPANY LIMITED

1. Guidelines on Good Corporate Governance of MCOT

Principles on Morality, Ethics and Code of Conduct of MCOT

MCOT established a policy on good corporate governance and principles on morality, ethics and code of conduct, to be used as work guidelines for Directors, executives and employees, to ensure efficiency in business operations, good corporate governance, excellent management, transparency, and accountability.

The guidelines on good corporate governance and the principles on morality, ethics and code of conduct in business operations were to acknowledge the Directors, executives and employees and referred to as business practice. The guidelines are published in the system and on MCOT's website.

For more details about the Company's good corporate governance, please visit the following links:

<https://investor.mcot.net/th/corporate-governance/corporate-governance-policy>

2. Scope of Responsibility of Directors and Committees of MCOT

2.1 Scope of Responsibility of Directors

(under Section 2, No. 7.2.3 Roles and Responsibility of Directors)

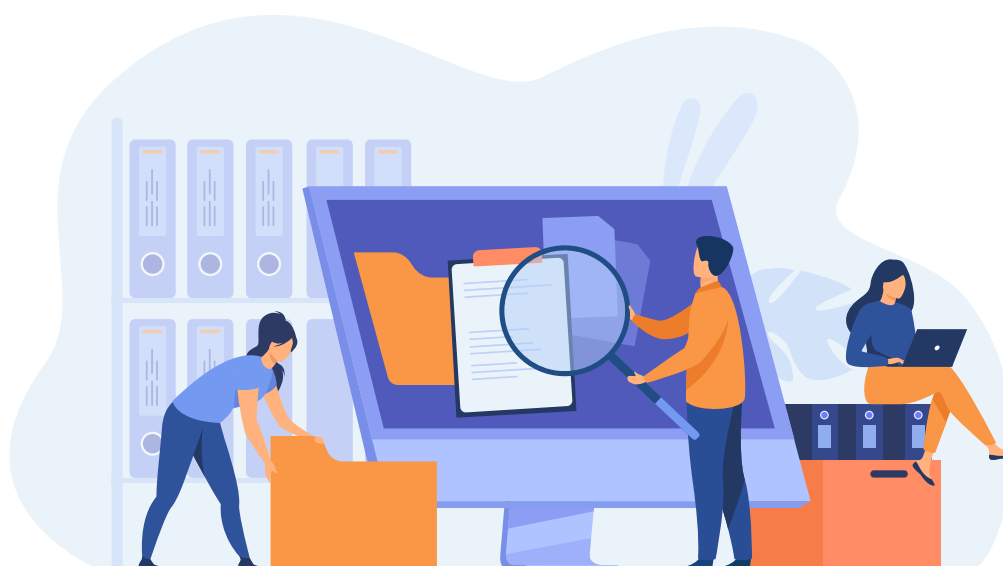
2.2 Scope of Responsibility of Committees

(under Section 2, No. 7.3 Roles and Responsibility of Committees)

ATTACHMENT 6

REPORT OF THE AUDIT COMMITTEE

Details are published on page 213 – 216





MCOT
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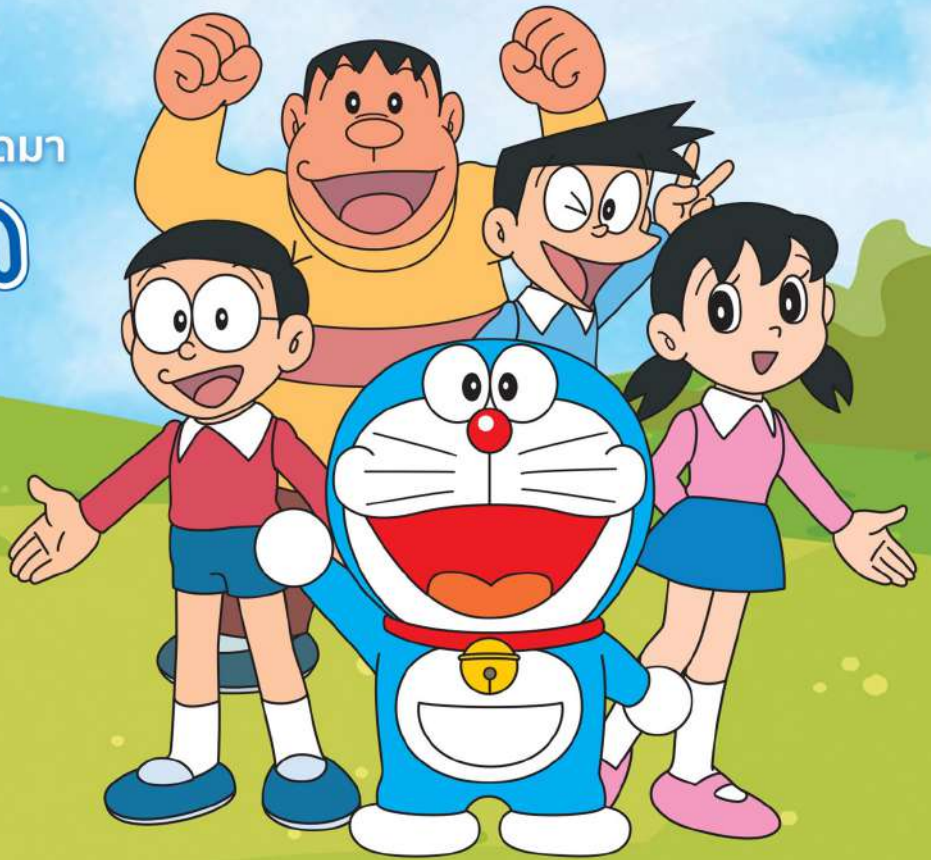




ช่อง 9 กด 30
เพื่อนที่วางใจ ข้างกายตลอดมา

Doraemon

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