



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

VGI PUBLIC COMPANY LIMITED

Fiscal Year End 31 March 2026



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : VGI PUBLIC COMPANY LIMITED

Symbol : VGI

Address : 1000/9, BTS VISIONARY PARK - SOUTH TOWER, 27TH FLOOR,
PHAHONYOTHIN ROAD, CHOMPHON, CHATUCHAK

Province : Bangkok

Postcode : 10900

Business : Advertising, Digital Services and Distribution

Registration Number : 0107555000066

Telephone : 0-2273-8884

Fax (if applicable) : 0-2273-8883

Website : www.vgi.co.th

Email : companysecretary@vgi.co.th

Total Shares Sold (shares)

Common Stock : 21,101,284,893

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2024	2025	2026
Total revenue from operations (Thousand baht)	4,812,828.65	5,219,159.31	4,645,685.78
Advertising (Thousand baht)	2,105,306.14	2,415,621.57	1,948,692.75
Digital Services (Thousand baht)	1,544,376.03	1,645,863.18	1,620,145.82
Distribution (Thousand baht)	1,163,146.48	1,157,674.56	1,076,847.21

	2024	2025	2026
Total revenue from operations (%)	100.00	100.00	100.00
Advertising (%)	43.74	46.28	41.95
Digital Services (%)	32.09	31.54	34.87
Distribution (%)	24.17	22.18	23.18

By Geographical Area or Market

	2024	2025	2026
Total revenue from operations (Thousand baht)	4,812,828.65	5,219,159.31	4,645,685.78
Domestic (Thousand baht)	4,812,828.65	5,219,159.31	4,645,685.78
International (Thousand baht)	0.00	0.00	0.00

	2024	2025	2026
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2024	2025	2026
Total other income (Thousand baht)	592,925.01	365,945.49	427,638.17
Other income from operations (Thousand baht)	187,191.80	365,945.49	418,818.53
Other income not from operations (Thousand baht)	405,733.21	0.00	8,819.64

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2024	2025	2026
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

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

<div>Reliance on a concession agreement with BTSC for business operation</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• Other</div>
<div>Media business is varied by the overall economic situation</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• Other</div>
<div>Changes in consumer behaviors</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• Other</div>
<div>IT Security</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Operational Risk</div> <div><ul style="list-style-type: none">• Other</div>

Personnel Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Interest rate fluctuations

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Changes in laws relating to business operations

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Corporate Governance

Personal Data Handling Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Other

Risk to Securities Holder (2.2.2)

Investment Risk

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : [https://www.vgi.co.th/wp-content/uploads/2026/03/Sustainable-Development-](https://www.vgi.co.th/wp-content/uploads/2026/03/Sustainable-Development-Policy_20Mar26-th-1.pdf)
(if applicable) Policy_20Mar26-th-1.pdf

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : [https://www.vgi.co.th/wp-content/uploads/2023/04/Environmental-](https://www.vgi.co.th/wp-content/uploads/2023/04/Environmental-Policy_23Mar23-th.pdf)
(if applicable) Policy_23Mar23-th.pdf

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2024	2025	2026
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	7,180.63	10,614.81	10,016.66
Gasoline (Litres)	2,649.10	66,815.37	73,385.31
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00

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

• Electricity consumption

	2024	2025	2026
Total electricity consumption within the organization (Kilowatt-Hours)	5,347,114.51	10,489,143.67	13,952,714.14

Water management

• Water consumption

	2024	2025	2026
Total water withdrawal (Cubic meters)	4,399.52	3,649.46	6,463.00

Waste management

• Waste from operations

	2024	2025	2026
Non-hazardous waste (Kilograms)	25,285.56	61,859.47	26,565.36
Hazardous waste (Kilograms)	0.00	0.00	0.00
Total waste generated (Kilograms)	25,285.56	61,859.47	26,565.36

Greenhouse gas management

• Greenhouse gas emissions

	2024	2025	2026
Scope 1 (Tons of carbon dioxide equivalents)	174.03	269.23	234.62
Scope 2 (Tons of carbon dioxide equivalents)	2,648.03	5,068.44	6,010.04
Scope 3 (Tons of carbon dioxide equivalents)	10,877.71	10,986.12	15,773.17

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	13,699.77	16,323.79	22,017.83
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : https://www.vgi.co.th/wp-content/uploads/2025/03/Human_Rights_Policy_20Mar25_th.pdf

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2024	2025	2026
Number of male employees (Persons)	702	683	606
Number of female employees (Persons)	1,003	1,118	1,054
Total number of employees (Persons)	1,705	1,801	1,660

• Employee remuneration

	2024	2025	2026
Employee remuneration (baht)	950,680,807.00	1,139,003,938.01	875,125,148.10

• Employee development and training

	2024	2025	2026
Average employee training hours (Hours / Person / Year)	10.73	8.19	6.80
Employee development and training expenses (baht)	4,409,152.00	4,412,783.00	3,538,312.62

• Health, safety and work environment

	2024	2025	2026
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2024	2025	2026
Percentage of employees who voluntarily resigned (%)	54.84	44.59	56.39

• **Significant labor dispute**

	2024	2025	2026
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.vgi.co.th/wp-content/uploads/2025/06/VGI-CG-Policy-and-CoC-TH-5Jun25-th-Website.pdf>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	11	73.33
Number of female directors	4	26.67
Number of executive directors	4	26.67
Number of non-executive directors	11	73.33
Number of independent directors	5	33.33

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KEEREE KANJANAPAS Gender: Male Age: 76 years old Highest level of education: Below a bachelor's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	30 Mar 2012	Media & Publishing, Risk Management, Marketing, Business Administration, Human Resource Management

2.	<p>Mr. MARUT ARTHAKAIVALVATEE</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p>	15 Nov 2007	<p>Marketing, Media & Publishing, Business Administration, Risk Management, Human Resource Management</p>
3.	<p>Mrs. JARUPORN VIYANANT</p> <p>Gender: Female</p> <p>Age: 82 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	5 Mar 2012	<p>Finance, Accounting, Business Administration, Marketing, Risk Management</p>
4.	<p>Mr. PISIT SEREWIWATTANA</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	29 Oct 2021	<p>Finance, Accounting, Marketing, Business Administration, Risk Management</p>
5.	<p>Mr. KAMONPOP VEERAPALA</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	12 Feb 2026	<p>Banking, Accounting, Business Administration, Risk Management, Economics</p>

6.	<p>Ms. RATANAPORN SIVALEEPUN</p> <p>Gender: Female</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	15 Oct 2024	<p>Business Administration, Risk Management, Engineering, Accounting, Finance</p>
7.	<p>Mr. SUPA-US TAPANEYAKORN</p> <p>Gender: Male</p> <p>Age: 38 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	15 Oct 2024	<p>Economics, Business Administration, Accounting, Finance, Risk Management</p>
8.	<p>Mr. KAVIN KANJANAPAS</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: -</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	28 May 2003	<p>Media & Publishing, Marketing, Business Administration, Risk Management, Human Resource Management</p>
9.	<p>Mr. SURAPONG LAOHA-UNYA</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	10 Nov 2006	<p>Engineering, Business Administration, Risk Management, Human Resource Management</p>

10.	Mr. KONG CHI KEUNG Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	15 Jun 2000	Media & Publishing, Business Administration, Risk Management, Finance, Accounting
11.	Ms. YAOWAROTE KLINBOON Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	15 Oct 2024	Law, Business Administration, Risk Management, Strategic Management
12.	Mr. THANARERK THANAKIJSOMBAT Gender: Male Age: 48 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	15 Oct 2024	Business Administration, Risk Management, Engineering, Accounting, Finance
13.	Mr. LAP SHUN NELSON LEUNG Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	15 Oct 2024	Media & Publishing, Marketing, Finance, Business Administration, Economics

14.	Mr. CHAN KIN TAK Gender: Male Age: 61 years old Highest level of education: Below a bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	15 Nov 2007	Media & Publishing, Business Administration, Human Resource Management, Risk Management
15.	Mrs. CHITKASAM MOO-MING Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	15 Oct 2024	Finance, Media & Publishing, Business Administration, Marketing, Accounting

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

General information	Position	Tenure	Replacement Director
1. Mr. THANARERK THANAKIJSOMBAT Gender: Male Age: 48 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 15 Oct 2024 Date directorship ended: 7 Apr 2026	No replacement director
2. Mr. KIET SRICHOMKWAN Gender: Male Age: 89 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 22 Aug 2016 Date directorship ended: 30 Jan 2026	Mr. KAMONPOP VEERAPALA Date position was assumed: 12 Feb 2026

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : Yes

The company appoints at least one independent director to determine the agenda of
the Board of Directors' meetings : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. JARUPORN VIYANANT [1] Gender: Female Age: 82 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	5 Mar 2012	Finance, Accounting, Business Administration, Marketing, Risk Management
2. Mr. PISIT SEREWIWATTANA [1] Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	29 Oct 2021	Finance, Accounting, Marketing, Business Administration, Risk Management
3. Mr. KAMONPOP VEERAPALA [1] Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	20 Mar 2026	Banking, Accounting, Business Administration, Risk Management, Economics

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

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

General information	Position	Tenure	Replacement Director
1. Mr. KIET SRICHOMKWAN [1] Gender: Male Age: 89 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 22 Aug 2016 Date directorship ended: 30 Jan 2026	Mr. KAMONPOP VEERAPALA Date position was assumed: 20 Mar 2026

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. KAVIN KANJANAPAS Gender: Male Age: 51 years old Highest level of education: Below a bachelor's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	30 Mar 2012
2. Mr. CHAN KIN TAK Gender: Male Age: 61 years old Highest level of education: Below a bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	15 Nov 2007

3.	Mr. LAP SHUN NELSON LEUNG Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	5 Apr 2017
4.	Mrs. CHITKASEM MOO-MING Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	16 Oct 2016
5.	Mrs. ORANUCH RUJIRAWONA Gender: Female Age: 65 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	5 Apr 2017

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. PISIT SEREWIWATTANA	Chairman
	Mrs. JARUPORN VIYANANT	Member
	Mr. MARUT ARTHAKAIVALVATEE	Member
	Mr. CHAN KIN TAK	Member
	Mr. KAMONPOP VEERAPALA	Member
Sustainability Committee	Mrs. JARUPORN VIYANANT	Chairman
	Mr. MARUT ARTHAKAIVALVATEE	Member
	Mr. CHAN KIN TAK	Member

Risk Management Committee	Mr. KAMONPOP VEERAPALA	Chairman
	Mrs. CHITKASEM MOO-MING	Member
	Mr. LAP SHUN NELSON LEUNG	Member
	Mrs. ORANUCH RUJIRAWONA	Member
	Mr. CHAN KIN TAK	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KAVIN KANJANAPAS Gender: Male Age: 51 years old Highest level of education: Below a bachelor's degree Major: -	Chairman of the Executive Committee	30 Mar 2012	Media & Publishing, Marketing, Business Administration, Risk Management, Human Resource Management
2. Mr. LAP SHUN NELSON LEUNG Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	5 Apr 2017	Media & Publishing, Marketing, Finance, Business Administration, Economics
3. Mr. CHAN KIN TAK Gender: Male Age: 61 years old Highest level of education: Below a bachelor's degree Major: Business Administration	Member of the Executive Committee	15 Nov 2007	Media & Publishing, Business Administration, Human Resource Management, Risk Management
4. Mrs. CHITKASEM MOO-MING [1] Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer	16 Oct 2016	Business Administration, Accounting, Finance, Risk Management, Strategic Management
5. Mrs. ORANUCH RUJIRAWONA Gender: Female Age: 65 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Sale Officer	5 Apr 2017	Business Administration, Risk Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2024	2025	2026
Total executive remuneration (baht)	56,890,000.00	55,540,000.00	58,110,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 606

Number of female employees (persons) : 1,054

Total number of employees (persons) : 1,660

Employee Remuneration

Total employee remuneration : 875,125,148.10

Provident fund

Total number of employees (persons) : 1,660

Number of employees contributing to the PVD (persons) : 915

Percentage of employees who are members (%) : 55.12

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Pitchapaksorn Jit-Opas	pitchapaksorn@vgi.co.th	

- Company secretary

General information	Email	Telephone
1. Mrs. Sirithan Singchoowong	sirithan@vgi.co.th	

- Head of internal audit

General information	Email	Telephone
1. Mr. Pipop Intaratut	pipop@btsgroup.co.th	

- Head of investor relations

General information	Email	Telephone
1. Mr. Savin Wongrungronkit	ir@vgi.co.th	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. EY OFFICE LIMITED	1. Mr VATCHARIN PASARAPONGUN	15,354,000.00	Details: The impairment testing and purchase price allocation. Total service fee (baht): 2,474,000.00
	Email: Vatcharin.pasarapongkul@th.ey.com		
	Telephone: -		
	2. Mr PREECHA ARUNNARA		
	Email: preecha.arunnara@th.ey.com		
	Telephone: -		
	3. Mr SERM BRISUTHIKUN		
	Email: Serm.Brisuthikun@th.ey.com		
	Telephone: -		

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. MARUT ARTHAKAIVALVATEE Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	Date position was assumed: 15 Nov 2007	Marketing, Media & Publishing, Business Administration, Risk Management, Human Resource Management
2. Mr. KAVIN KANJANAPAS Gender: Male Age: 51 years old Highest level of education: Below a bachelor's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 28 May 2003	Media & Publishing, Marketing, Business Administration, Risk Management, Human Resource Management
3. Mr. SURAPONG LAOHA-UNYA Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 10 Nov 2006	Engineering, Business Administration, Risk Management, Human Resource Management

4.	Mr. KONG CHI KEUNG Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 15 Jun 2000	Media & Publishing, Business Administration, Risk Management, Finance, Accounting
5.	Mr. CHAN KIN TAK Gender: Male Age: 61 years old Highest level of education: Below a bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 15 Nov 2007	Media & Publishing, Business Administration, Human Resource Management, Risk Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KAMONPOP VEERAPALA Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 12 Feb 2026	Banking, Accounting, Business Administration, Risk Management, Economics

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KEEREE KANJANAPAS	Chairman of the board	Participating
Mr. MARUT ARTHAKAIVALVATEE	Vice Chairman	Participating
Mrs. JARUPORN VIYANANT	Director	Participating
Mr. PISIT SEREWIWATTANA	Director	Participating
Mr. KAMONPOP VEERAPALA	Director	Participating

Ms. RATANAPORN SIVALEEPUN	Director	Participating
Mr. SUPA-US TAPANEYAKORN	Director	Participating
Mr. KAVIN KANJANAPAS	Director	Participating
Mr. SURAPONG LAOHA-UNYA	Director	Participating
Mr. KONG CHI KEUNG	Director	Participating
Ms. YAOWAROTE KLINBOON	Director	Participating
Mr. THANARERK THANAKIJSOMBAT	Director	Non-participating
Mr. LAP SHUN NELSON LEUNG	Director	Participating
Mr. CHAN KIN TAK	Director	Participating
Mrs. CHITKASAM MOO-MING	Director	Participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 21 Jul 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. KEEREE KANJANAPAS (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2.	Mr. MARUT ARTHAKAIVALVATEE (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
3.	Mrs. JARUPORN VIYANANT (Director)	-	6/6	Participating	Did not hold the meeting
4.	Mr. PISIT SEREWIWATTANA (Director)	-	4/6	Participating	Did not hold the meeting

5.	Mr. KAMONPOP VEERAPALA (Director)	-	2/2	Non-participating	Did not hold the meeting
6.	Ms. RATANAPORN SIVALEEPUN (Director)	-	4/6	Participating	Did not hold the meeting
7.	Mr. SUPA-US TAPANEEYAKORN (Director)	-	5/6	Participating	Did not hold the meeting
8.	Mr. KAVIN KANJANAPAS (Director)	-	6/6	Participating	Did not hold the meeting
9.	Mr. SURAPONG LAOHA-UNYA (Director)	-	6/6	Participating	Did not hold the meeting
10.	Mr. KONG CHI KEUNG (Director)	-	6/6	Participating	Did not hold the meeting
11.	Ms. YAOWAROTE KLINBOON (Director)	-	4/6	Participating	Did not hold the meeting
12.	Mr. THANARERK THANAKIJSOMBAT (Director)	-	5/6	Participating	Did not hold the meeting
13.	Mr. LAP SHUN NELSON LEUNG (Director)	-	6/6	Participating	Did not hold the meeting
14.	Mr. CHAN KIN TAK (Director)	-	6/6	Participating	Did not hold the meeting
15.	Mrs. CHITKASAM MOO-MING (Director)	-	6/6	Participating	Did not hold the meeting
16.	Mr. KIET SRICHOMKWAN (Director)	30 Jan 2026	4/4	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. KEEREE KANJANAPAS (Chairman of the board)	-	0.00	1,170,500.00	No
2.	Mr. MARUT ARTHAKAIVALVATEE (Vice Chairman)	-	0.00	921,250.00	No
3.	Mrs. JARUPORN VIYANANT (Director)	-	0.00	921,250.00	No

4.	Mr. PISIT SEREWIWATTANA (Director)	-	0.00	585,250.00	No
5.	Mr. KAMONPOP VEERAPALA (Director)	-	0.00	65,800.00	No
6.	Ms. RATANAPORN SIVALEEPUN (Director)	-	0.00	541,397.26	No
7.	Mr. SUPA-US TAPANEEYAKORN (Director)	-	0.00	541,397.26	No
8.	Mr. KAVIN KANJANAPAS (Director)	-	0.00	585,250.00	No
9.	Mr. SURAPONG LAOHA-UNYA (Director)	-	0.00	585,250.00	No
10.	Mr. KONG CHI KEUNG (Director)	-	0.00	585,250.00	No
11.	Ms. YAOWAROTE KLINBOON (Director)	-	0.00	541,397.26	No
12.	Mr. THANARERK THANAKIJSOMBAT (Director)	-	0.00	541,397.26	No
13.	Mr. LAP SHUN NELSON LEUNG (Director)	-	0.00	541,397.26	No
14.	Mr. CHAN KIN TAK (Director)	-	0.00	585,250.00	No
15.	Mrs. CHITKASAM MOO-MING (Director)	-	0.00	541,397.26	No
16.	Mr. KIET SRICHOMKWAN (Director)	30 Jan 2026	0.00	501,250.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. JARUPORN VIYANANT (Chairman of the audit committee)	-	6/6
2.	Mr. PISIT SEREWIWATTANA (Audit committee)	-	6/6
3.	Mr. KAMONPOP VEERAPALA (Audit committee)	-	1/1

4. Mr. KIET SRICHOMKWAN
(Audit committee)

30 Jan 2026

4/4