



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

MONO NEXT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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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 : MONO NEXT PUBLIC COMPANY LIMITED

Symbol : MONO

Address : Address 29/9 Moo 4, Chaipruek Road, Tambon Bang Phlap, Amphur Pakkred

Province : Nonthaburi

Postcode : 11120

Business : Mono Group divides its businesses into 5 business operations include the following:1. MONO29: Digital TV business2. MONOMAX: Video on demand business providing movies and series as well as being an international movie distributor under the name MONO Streaming3. MONOCyber: Online business on website MThai as well as providing strategic planning and Holistic Communications service for product brands 4. Master Content Provider: Content acquisition and marketing for Interactive TV business5. 29Shopping: Home shopping business

Registration Number : 0107555000040

Telephone : 0-2100-8100

Fax (if applicable) : 0-2100-8101

Website : www.mono.co.th

Email : ir@mono.co.th

Total Shares Sold (shares)

Common Stock : 3,471,054,038

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	2,191,337.42	2,091,238.58	1,895,381.07
Advertising Revenue (Thousand baht)	1,604,947.53	1,450,727.88	1,140,686.48
Subscription video on demand Revenue (Thousand baht)	318,608.46	416,887.09	545,368.35
Movie Revenue (Thousand baht)	31,850.98	12,542.83	2,544.87
Commerce Revenue (Thousand baht)	33,852.59	19,516.37	30,189.48
Content Provider Revenue (Thousand baht)	162,000.00	162,000.00	162,000.00
Revenue from other Businesses (Thousand baht)	16,456.71	18,868.88	2,859.27
Other (Thousand baht)	23,621.15	10,695.53	11,725.87

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Advertising Revenue (%)	73.24	69.37	60.18
Subscription video on demand Revenue (%)	14.54	19.93	28.77
Movie Revenue (%)	1.45	0.60	0.13
Commerce Revenue (%)	1.54	0.93	1.59
Content Provider Revenue (%)	7.39	7.75	8.55
Revenue from other Businesses (%)	0.75	0.90	0.15
Other (%)	1.08	0.51	0.62

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	2,191,337.42	2,091,238.58	1,895,381.07
Domestic (Thousand baht)	2,191,337.42	2,091,238.58	1,895,381.07
International (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
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

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2021	2022	2023
Share of profit (Thousand baht)	0.00	0.00	0.00

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 : Yes

(Unit : Thousand baht)	2021	2022	2023
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R&D expenses in the past 3 years	N/A	50,000.00	54,505.00
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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)

1. Risks from Changes in Consumer Behaviors towards Digital Products and Services, and TV Revenue Dependency Can Possibly Affect the Total Revenue of the Company and its Subsidiaries.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large customers or few customers
- Competition risk
- Economic risk

Risk from Stiff Competition in the Subscription Video-on-Demand Service Market (MONOMAX)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Competition risk

- Economic risk
- New business risk

Risks from Technical Challenges in Broadcasting MONO29

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- System disruption risk

4. Risk from Information and Technology Security and Cyber Threats: Possibility of New Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers
- Systems or internal control system
- Information security and cyber-attack
- System disruption risk

Risk from Sustainability – ESG Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters
- Impact on the environment

Risk from foreign exchange rate fluctuation

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

The risk of the alternation of law, rules, and policies from the government and authorities

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Risk to Securities Holder (2.2.2)

Risk from major shareholder having power in directing management policy

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.mono.co.th/th/sustainability-policy/>

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.mono.co.th/investor-relations/annual-report/>

Company environmental guideline : Electricity Management, Renewable/Clean Energy
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

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	15,258.15	16,509.20
Gasoline (Litres)	0.00	340.91	450.06
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**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	2,115,884.00	2,367,817.00	2,505,966.49

Water management

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	5,910.00	6,250.00	8,232.00

Waste management

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	16,534.80	21,960.00	36,527.00
Hazardous waste (Kilograms)	25.20	32.00	30.00
Total waste generated (Kilograms)	16,560.00	21,992.00	36,557.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Scope 1 (Tons of carbon dioxide equivalents)	0.00	164.53	189.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	1,183.67	1,171.00

Scope 3 (Tons of carbon dioxide equivalents)	0.00	4.40	6.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	1,352.60	1,366.00

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

Third-party verification : No

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.mono.co.th/business-code-of-conduct/human-right-policy/>

Company human right guideline : Employee Rights, Child Labor, Consumer 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

	2021	2022	2023
Number of male employees (Persons)	305	342	408
Number of female employees (Persons)	281	305	340
Total number of employees (Persons)	586	647	748

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	267,961,171.00	307,208,953.00	375,763,564.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	2.46	3.65	4.10
Employee development and training expenses (baht)	192,545.00	333,742.00	510,816.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	5.80	9.74	10.70

• **Significant labor dispute**

	2021	2022	2023
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.mono.co.th/th/corporate-governance-th/governance-policy>

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	8	100.00
Number of male directors	7	87.50
Number of female directors	1	12.50
Number of executive directors	3	37.50
Number of non-executive directors	5	62.50
Number of independent directors	4	50.00

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. NAVAMIN PRASOPNET Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	9 Mar 2012	Strategic Management, Data Management, IT Management, Information & Communication Technology, Risk Management, Media & Publishing

2.	Mr. PREECHA LEELASITHORN Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	9 Mar 2012	Finance, Audit, Governance/ Compliance, Accounting
3.	Mr. PATOMPONG SIRACHAIRAT Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	21 Feb 2017	Strategic Management, Data Management, Corporate Management, Risk Management, Marketing, Digital Marketing, Data Analysis, Leadership, Engineering, Information & Communication Technology, Media & Publishing
4.	Mr. CHAROEN SANGVICHAIIPAT Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	3 Feb 2020	Strategic Management, Finance, Governance/ Compliance, Engineering
5.	Ms. BENJAWAN RAKWONG Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	10 Nov 2021	Data Management, Risk Management, Human Resource Management, Corporate Management, Budgeting, Transportation & Logistics, Procurement, Sustainability, Corporate Social Responsibility

6.	Mr. KARL JAMORNMARN Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	15 Mar 2023	Business Administration, Information & Communication Technology, Corporate Social Responsibility, Governance/ Compliance, Digital Marketing, Strategic Management
7.	Mr. BANNASIT RAKWONG Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	15 Mar 2023	Information & Communication Technology, Marketing, Sustainability, Governance/ Compliance, Risk Management, Strategic Management
8.	Mr. POLPAT ASAVAPRAPHA Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Jun 2023	Business Administration, Marketing, Corporate Social Responsibility, Governance/ Compliance, Digital Marketing, Strategic Management

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

General information	Position	Tenure	Replacement Director
1. Mrs. PUNNEE WORAWUTHICHONGSATHIT Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 9 Mar 2012 Date directorship ended: 31 May 2023	Mr. POLPAT ASAVAPRAPHA Date position was assumed: 1 Jun 2023

2.	Mr. SIRI LUENGSAWAT Gender: Male Age: 68 years old Highest level of education: Below a bachelor's degree Major: Upper Secondary School Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 9 Mar 2012 Date directorship ended: 10 Mar 2023	Mr. BANNASIT RAKWONG Date position was assumed: 15 Mar 2023
3.	Mr. KRIENGSAK THIENNUKUL Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 9 Mar 2012 Date directorship ended: 10 Mar 2023	Mr. KARL JAMORNMARN Date position was assumed: 15 Mar 2023

Other Information pertaining to committees

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

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PREECHA LEELASITHORN [1] Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	9 Mar 2012	Finance, Audit, Governance/ Compliance, Accounting
2. Mr. CHAROEN SANGVICHAIIPAT Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	3 Feb 2020	Strategic Management, Finance, Governance/ Compliance, Engineering
3. Mr. KARL JAMORNMARN Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	15 Mar 2023	Business Administration, Information & Communication Technology, Corporate Social Responsibility, Governance/ Compliance, Digital Marketing, Strategic Management

4.	Mr. POLPAT ASAVAPRAPHA	Audit committee	1 Jun 2023	Business Administration,
	Gender: Male	(Non-executive,		Marketing, Corporate Social
	Age: 52 years old	Independent director)		Responsibility, Governance/
	Highest level of education:			Compliance, Digital
	Master's degree	Director type: Newly		Marketing, Strategic
	Major: Business Administration	appointed director to		Management
	Thai nationality: Yes	replace ex-director		
	Residing in Thailand: Yes			

[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. KRIENGSAK THIENNUKUL	Audit committee	Date position was	Mr. KARL JAMORNMARN
Gender: Male	(Non-executive,	assumed:	Date position was assumed:
Age: 58 years old	Independent director)	9 Mar 2012	15 Mar 2023
Highest level of education:		Date directorship	
Master's degree		ended:	
Major: Business Administration		10 Mar 2023	
Thai nationality: Yes			
Residing in Thailand: Yes			

[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. PATOMPONG SIRACHAIRAT	Chairman of the	1 Jan 2014
Gender: Male	executive committee	
Age: 43 years old		
Highest level of education: Master's degree		
Major: Business Administration		
Thai nationality: Yes		
Residing in Thailand: Yes		

2.	Ms. BENJAWAN RAKWONG Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Feb 2017
3.	Mr. BANNASIT RAKWONG Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Dec 2020

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

General information	Position	Tenure	Replacement Director
1. Mr. NAVAMIN PRASOPNET Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 12 Mar 2012 Date directorship ended: 31 May 2023	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. PREECHA LEELASITHORN	Chairman
	Mr. CHAROEN SANGVICHAIIPAT	Member
	Mr. KARL JAMORNMARN	Member
	Mr. POLPAT ASAVAPRAPHA	Member

Risk Management and Sustainability Committee	Mr. PATOMPONG SIRACHAIRAT	Member
	Mr. BANNASIT RAKWONG	Member
	Ms. BENJAWAN RAKWONG	Chairman
Sustainability Committee	Mr. PREECHA LEELASITHORN	Chairman
	Mr. CHAROEN SANGVICHAIIPAT	Member
	Mr. KARL JAMORNMARN	Member
	Mr. POLPAT ASAVAPRAPHA	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Sustainability 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	: Risk Management and Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PATOMPONG SIRACHAIRAT Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	6 Nov 2019	Strategic Management, Data Management, Corporate Management, Risk Management, Marketing, Digital Marketing, Data Analysis, Leadership, Engineering, Information & Communication Technology, Media & Publishing
2. Ms. BENJAWAN RAKWONG Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Management	Senior Vice President Administration	1 Apr 2008	Data Management, Risk Management, Human Resource Management, Corporate Management, Budgeting, Transportation & Logistics, Procurement, Sustainability, Corporate Social Responsibility
3. Ms. TASSANEE KUANTALAENG [1][2] Gender: Female Age: 47 years old Highest level of education: Bachelor's degree Major: Accounting	Acting of Chief Financial and Accounting Officer	30 Apr 2020	Audit, Risk Management, Strategic Management, Budgeting, Statistics, Data Analysis, Data Management, Accounting, Finance, Marketing, Media & Publishing, Property Fund & REITs, Finance & Securities
4. Ms. NEDPANIT POTARAKUL Gender: Female Age: 62 years old Highest level of education: Bachelor's degree Major: Education	Chief Production Officer	15 Feb 2021	Fashion, Media & Publishing, Information & Communication Technology, Marketing, Digital Marketing, Brand Management, Strategic Management, Leadership

5.	Mr. BANNASIT RAKWONG Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Operating Officer	1 Feb 2022	Information & Communication Technology, Marketing, Sustainability, Governance/ Compliance, Risk Management, Strategic Management
6.	Ms. PITIRUDEE SIRISAMPHAN Gender: Female Age: 54 years old Highest level of education: Bachelor's degree Major: Economics	Senior Vice President Corporate Affairs and Communication	14 Mar 2012	Economics, Media & Publishing, Tourism & Leisure, Human Resource Management, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Risk Management, Governance/ Compliance

[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 policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	21,840,000.00	25,210,000.00	25,569,034.00

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) : 408

Number of female employees (persons) : 340

Total number of employees (persons) : 748

Employee Remuneration

Total employee remuneration : 375,763,564.00

Provident fund

Total number of employees (persons) : 748

Number of employees contributing to the PVD (persons) : 446

Percentage of employees who are members (%) : 59.63

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. TASSANEE KUANTALAENG	tassanee.k@mono.co.th	021008100

- Company secretary

General information	Email	Telephone
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1.	Ms. PITIRUDEE SIRISAMPHAN	pitirudee@mono.co.th	0954252463
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• Head of internal audit

General information	Email	Telephone
1. Ms. SUANSRI SUANKUL	Suansris@gmail.com	02-881-8021-5

• Head of compliance unit

General information	Email	Telephone
1. Ms. PITIRUDEE SIRISAMPHAN	pitirudee@mono.co.th	02-100-8100 Ext. 7787

• Head of investor relations

General information	Email	Telephone
1. Ms. PITIRUDEE SIRISAMPHAN	pitirudee@mono.co.th	02-100-8100 Ext. 7787

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Krongkaew Limkittikul Email: Krongkaew.limkittikul@th.ey.com Telephone: 022640777	1,300,000.00	-

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. PATOMPONG SIRACHAIRAT Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 21 Feb 2017	Strategic Management, Data Management, Corporate Management, Risk Management, Marketing, Digital Marketing, Data Analysis, Leadership, Engineering, Information & Communication Technology, Media & Publishing
2. Ms. BENJAWAN RAKWONG Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 10 Nov 2021	Data Management, Risk Management, Human Resource Management, Corporate Management, Budgeting, Transportation & Logistics, Procurement, Sustainability, Corporate Social Responsibility

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

General information	Position	Date position was assumed	Experience and expertise
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1.	Mr. KARL JAMORNMARN Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Business Administration 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: 15 Mar 2023	Business Administration, Information & Communication Technology, Corporate Social Responsibility, Governance/ Compliance, Digital Marketing, Strategic Management
2.	Mr. BANNASIT RAKWONG Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 Mar 2023	Information & Communication Technology, Marketing, Sustainability, Governance/ Compliance, Risk Management, Strategic Management
3.	Mr. POLPAT ASAVAPRAPHA Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration 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: 1 Jun 2023	Business Administration, Marketing, Corporate Social Responsibility, Governance/ Compliance, Digital Marketing, Strategic Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NAVAMIN PRASOPNET	Chairman of the board	Participating
Mr. PREECHA LEELASITHORN	Director	Non-participating
Mr. PATOMPONG SIRACHAIRAT	Director	Non-participating
Mr. CHAROEN SANGVICHAI PAT	Director	Non-participating
Ms. BENJAWAN RAKWONG	Director	Non-participating
Mr. KARL JAMORNMARN	Director	Participating
Mr. BANNASIT RAKWONG	Director	Participating

Mr. POLPAT ASAVAPRAPHA	Director	Participating
Mrs. PUNNEE WORAWUTHICHONGSATHIT	Chairman of the board	Non-participating
Mr. SIRI LUENGSAWAT	Director	Non-participating
Mr. KRIENSAK THIENNUKUL	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 25 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. NAVAMIN PRASOPNET (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2. Mr. PREECHA LEELASITHORN (Director)	-	8/8	Participating	Did not hold the meeting
3. Mr. PATOMPONG SIRACHAIRAT (Director)	-	8/8	Participating	Did not hold the meeting
4. Mr. CHAROEN SANGVICHAIIPAT (Director)	-	8/8	Participating	Did not hold the meeting
5. Ms. BENJAWAN RAKWONG (Director)	-	8/8	Participating	Did not hold the meeting
6. Mr. KARL JAMORNMARN (Director)	-	6/6	Participating	Did not hold the meeting

7.	Mr. BANNASIT RAKWONG (Director)	-	6/6	Participating	Did not hold the meeting
8.	Mr. POLPAT ASAVAPRAPHA (Director)	-	3/3	Non-participating	Did not hold the meeting
9.	Mrs. PUNNEE WORAWUTHICHONGSATHIT (Chairman of the board)	31 May 2023	4/4	Participating	Did not hold the meeting
10.	Mr. SIRI LUENGSAWAT (Director)	10 Mar 2023	1/1	Non-participating	Did not hold the meeting
11.	Mr. KRIENGSAK THIENNUKUL (Director)	10 Mar 2023	1/1	Non-participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. NAVAMIN PRASOPNET (Chairman of the board)	-	640,000.00	0.00	No
2.	Mr. PREECHA LEELASITHORN (Director)	-	560,000.00	0.00	No
3.	Mr. PATOMPONG SIRACHAIRAT (Director)	-	240,000.00	0.00	No
4.	Mr. CHAROEN SANGVICHAIPTAT (Director)	-	400,000.00	0.00	No
5.	Ms. BENJAWAN RAKWONG (Director)	-	240,000.00	0.00	No
6.	Mr. KARL JAMORNMARN (Director)	-	305,000.00	0.00	No
7.	Mr. BANNASIT RAKWONG (Director)	-	190,000.00	0.00	No
8.	Mr. POLPAT ASAVAPRAPHA (Director)	-	220,000.00	0.00	No
9.	Mrs. PUNNEE WORAWUTHICHONGSATHIT (Chairman of the board)	31 May 2023	350,000.00	0.00	No
10.	Mr. SIRI LUENGSAWAT (Director)	10 Mar 2023	50,000.00	0.00	No
11.	Mr. KRIENGSAK THIENNUKUL (Director)	10 Mar 2023	85,000.00	0.00	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) : 6

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PREECHA LEELASITHORN (Chairman of the audit committee)	-	6/6
2.	Mr. CHAROEN SANGVICHAI PAT (Audit committee)	-	6/6
3.	Mr. KARL JAMORN MARN (Audit committee)	-	4/4
4.	Mr. POLPAT ASAVAPRAPH A (Audit committee)	-	3/3
5.	Mr. KRIENGS AK THIENNUKUL (Audit committee)	10 Mar 2023	1/1