



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**MONO NEXT PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : MONO NEXT PUBLIC COMPANY LIMITED

Symbol : MONO

Address : 29/9 Moo 4, Chaiphruet Road, Bang Phlap, Pak Kret,

Province : Nonthaburi

Postcode : 11120

Business : Mono Next Group divides its business operations into four main segments, comprising: 1. TV Business (MONO29); 2. Subscription Video on Demand Business (Monomax); 3. Online Business Intelligence, including marketing solutions and MThai.com ; and 4. Master Content Provider for IPTV platforms.

Registration Number : 0107555000040

Telephone : 0-2100-8100

Fax (if applicable) : 0-2100-8101

Website : [www.mono.co.th](http://www.mono.co.th)

Email : [ir@mono.co.th](mailto: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

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,895,381.07	1,838,471.91	1,509,386.07
Advertising Revenue (Thousand baht)	1,140,686.48	990,164.05	628,273.00
Subscription video on demand Revenue (Thousand baht)	545,368.35	570,778.25	716,292.62
Movie Revenue (Thousand baht)	2,544.87	78,765.52	55,474.40
Commerce Revenue (Thousand baht)	30,189.48	6,763.56	195.13
Content Provider Revenue (Thousand baht)	162,000.00	162,000.00	42,000.00
Revenue from other Businesses (Thousand baht)	2,859.27	2,308.56	22,188.84
Other (Thousand baht)	11,732.62	27,691.97	44,962.08

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Advertising Revenue (%)	60.18	53.86	41.62
Subscription video on demand Revenue (%)	28.77	31.05	47.46
Movie Revenue (%)	0.13	4.28	3.68
Commerce Revenue (%)	1.59	0.37	0.01
Content Provider Revenue (%)	8.55	8.81	2.78
Revenue from other Businesses (%)	0.15	0.13	1.47
Other (%)	0.62	1.51	2.98

**By Geographical Area or Market**

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,895,381.07	1,838,471.91	1,509,386.07
Domestic (Thousand baht)	1,895,381.07	1,838,471.91	1,509,386.07
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
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**

	2023	2024	2025
Total other income (Thousand baht)	11,732.62	27,691.97	44,962.08
Other income from operations (Thousand baht)	11,732.62	27,691.97	44,962.08
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	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)	2023	2024	2025
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R&D expenses in the past 3 years	54,505.00	200,000.00	335,156.00
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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)**

### **Risk from Unmet TV Advertising Revenue Targets**

**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 Monomax Revenue and Subscriber Numbers (Premier League Content) not Meeting Targets.**

**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 Piracy**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- System disruption risk

#### **Emerging Risk : Risk from Information and Technology Security and Cyber Threats**

**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

#### **Environmental Impact Risks : Risks from Climate Change**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- ESG risk

- Climate change and disasters

#### Operational Risk

- Climate change and disasters
- Impact on the environment

### **Social Impact Risks : Human Rights Risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

##### Strategic Risk

- ESG risk

##### Operational Risk

- Impact on human rights

### **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 from System Failure Due to High User Traffic**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system
- System disruption risk

### **Risk from Customer Behavior Adjustments to Streaming Platforms**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Competition risk

## **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/>  
(if applicable)

### 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/th/sustainability-policy/>  
(if applicable)

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

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	16,509.20	10,871.48	10,437.61
Gasoline (Litres)	450.06	2,799.22	3,716.28
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00

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

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	2,505,966.49	2,569,029.25	2,285,429.95

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	8,232.00	8,641.00	7,124.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	36,527.00	30,494.00	27,777.00
Hazardous waste (Kilograms)	30.00	22.00	18.00
<b>Total waste generated (Kilograms)</b>	<b>36,557.00</b>	<b>30,516.00</b>	<b>27,795.00</b>

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	189.00	34.00	37.00
Scope 2 (Tons of carbon dioxide equivalents)	1,171.00	1,196.00	1,031.00
Scope 3 (Tons of carbon dioxide equivalents)	6.00	N/A	1.00

<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>1,366.00</b>	<b>1,230.00</b>	<b>1,069.00</b>
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Remark : The above information is preliminary and is currently undergoing verification by the carbon footprint assessment verifier.

• **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/th/จรรยาบรรณธุรกิจ/human-right-policy-th/>

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**

	2023	2024	2025
Number of male employees (Persons)	408	184	179
Number of female employees (Persons)	340	167	167
<b>Total number of employees (Persons)</b>	<b>748</b>	<b>351</b>	<b>346</b>

- **Employee remuneration**

	2023	2024	2025
Employee remuneration (baht)	375,763,564.00	233,721,694.20	263,216,282.81

- **Employee development and training**

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	4.10	7.06	7.00
Employee development and training expenses (baht)	510,816.00	201,704.00	130,700.00

- **Health, safety and work environment**

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

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	10.70	8.55	6.36

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : [https://www.mono.co.th/wp-content/uploads/2026/03/MONO\\_CG\\_Policy2026.pdf](https://www.mono.co.th/wp-content/uploads/2026/03/MONO_CG_Policy2026.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	7	100.00
Number of male directors	6	85.71
Number of female directors	1	14.29
Number of executive directors	2	28.57
Number of non-executive directors	5	71.43
Number of independent directors	4	57.14

#### 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. NATTAKIT TANGPOONSINTHANA Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	6 May 2025	Strategic Management, Digital Marketing, Risk Management, Brand Management, Accounting

2.	<p>Mr. PREECHA LEELASITHORN</p> <p>Gender: Male</p> <p>Age: 62 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>	6 Dec 2007	Finance, Audit, Governance/ Compliance, Accounting, Law
3.	<p>Mr. CHAROEN SANGVICHAIIPAT</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	3 Feb 2020	Strategic Management, Governance/ Compliance, Information & Communication Technology, Marketing, Internal Control
4.	<p>Mr. POLPAT ASAVAPRAPHA</p> <p>Gender: Male</p> <p>Age: 54 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>	1 Jun 2023	Business Administration, Marketing, Governance/ Compliance, Strategic Management, Media & Publishing
5.	<p>Mr. NAVAMIN PRASOPNET</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Computer Information System</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	9 Mar 2012	Strategic Management, Data Management, Information & Communication Technology, Media & Publishing, Marketing

6.	Mr. BANNASIT RAKWONG Gender: Male Age: 50 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	15 Mar 2023	Information & Communication Technology, Marketing, Risk Management, Strategic Management, Media & Publishing
7.	Ms. HATAITIP MADJUI Gender: Female Age: 47 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	26 Dec 2025	Media & Publishing, Marketing, Digital Marketing, Business Administration, Brand Management

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

General information	Position	Tenure	Replacement Director
1. Mr. KARL JAMORNMARN Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 15 Mar 2023 Date directorship ended: 26 Dec 2025	Ms. HATAITIP MADJUI Date position was assumed: 26 Dec 2025
2. Ms. BENJAWAN RAKWONG Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 10 Nov 2021 Date directorship ended: 26 Dec 2025	No replacement director



## Other Information pertaining to committees

The Chairman is an independent director : Yes

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: 62 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, Law
2.	Mr. CHAROEN SANGVICHAI PAT Gender: Male Age: 53 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, Governance/ Compliance, Information & Communication Technology, Marketing, Internal Control
3.	Mr. POLPAT ASAVAPRAPHA Gender: Male Age: 54 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: Original director	1 Jun 2023	Business Administration, Marketing, Governance/ Compliance, Strategic Management, Media & Publishing

[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. KARL JAMORNMARN Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 15 Mar 2023 Date directorship ended: 26 Dec 2025	No replacement director

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

#### Executive Committee

##### List of executive committee members

General information	Position	Date position was assumed
1. Mr. NAVAMIN PRASOPNET Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Computer Information System Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Apr 2024
2. Mr. BANNASIT RAKWONG Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Dec 2020

3.	Ms. Hataitip Madjui	Member of the	11 Jan 2024
	Gender: Female	executive committee	
	Age: 47 years old		
	Highest level of education: Bachelor's degree		
	Major: Marketing Management		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

## 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. POLPAT ASAVAPRAPHA	Member
Risk Management and Sustainability Committee	Mr. BANNASIT RAKWONG	Member
	Ms. Hataitip Madjui	Member
Audit and Corporate Governance Committee	Mr. PREECHA LEELASITHORN	Chairman
	Mr. CHAROEN SANGVICHAIIPAT	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	: Audit and Corporate Governance 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. NAVAMIN PRASOPNET [1] Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Computer Information System	Chief Executive Officer , Acting Chief Financial Officer	6 May 2025	Strategic Management, Data Management, Information & Communication Technology, Media & Publishing, Marketing
2. Mr. BANNASIT RAKWONG Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Chief Operating Officer	1 Feb 2022	Information & Communication Technology, Marketing, Risk Management, Strategic Management, Media & Publishing
3. Ms. NEDPANIT POTARAKUL Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: Arts	Chief Production Officer	15 Feb 2021	Fashion, Media & Publishing, Marketing, Brand Management, Business Administration
4. Ms. PITIRUDEE SIRISAMPHAN Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Economics	Senior Vice President Corporate Affairs and Corporate Sustainability	14 Mar 2012	Human Resource Management, Sustainability, Data Management, Risk Management, Governance/ Compliance
5. Mr. Phongphan Thongphianphong [2] Gender: Male Age: 44 years old Highest level of education: Bachelor's degree Major: Accounting	Assistant Vice President - Accounting & Finance	1 Apr 2024	Accounting, Finance, Budgeting

[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

	2023	2024	2025
Total executive remuneration (baht)	25,569,034.00	17,859,462.30	29,232,481.00

### 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) : 179

Number of female employees (persons) : 167

**Total number of employees (persons)** : 346

#### Employee Remuneration

Total employee remuneration : 263,216,282.81

#### Provident fund

Total number of employees (persons) : 346

Number of employees contributing to the PVD (persons) : 203

Percentage of employees who are members (%) : 58.67

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Phongphan Thongphianphong	phongpan@mono.co.th	02-100-8100

- Company secretary

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

- 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)
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1. EY OFFICE LIMITED	1. Mr. PORNANAN KITJANAWANCHAI	3,400,000.00	-
	Email: Pornanan. Kitjanawanchai@th.ey.com Telephone: 02-264-9090		
	2. Mr. VATCHARIN PASARAPONGUN		
	Email: Vatcharin. Pasarapongkul@th.ey.com Telephone: 02-264-9090		
	3. Mr. NATTHAWUT SANTIPET		
	Email: Natthawut.Santipet@th. ey.com Telephone: 02-264-9090		



# 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. CHAROEN SANGVICHAIIPAT Gender: Male Age: 53 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: Re-elected as director	Date position was assumed: 3 Feb 2020	Strategic Management, Governance/ Compliance, Information & Communication Technology, Marketing, Internal Control
2. Mr. BANNASIT RAKWONG Gender: Male Age: 50 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: 15 Mar 2023	Information & Communication Technology, Marketing, Risk Management, Strategic Management, Media & Publishing

###### • 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. NATTAKIT TANGPOONSINTHANA Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 6 May 2025	Strategic Management, Digital Marketing, Risk Management, Brand Management, Accounting
2.	Ms. HATAITIP MADJUI Gender: Female Age: 47 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 26 Dec 2025	Media & Publishing, Marketing, Digital Marketing, Business Administration, Brand Management

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NATTAKIT TANGPOONSINTHANA	Chairman of the board	Participating
Mr. PREECHA LEELASITHORN	Director	Participating
Mr. CHAROEN SANGVICHAI PAT	Director	Non-participating
Mr. POLPAT ASAVAPRAPHA	Director	Non-participating
Mr. NAVAMIN PRASOPNET	Director	Participating
Mr. BANNASIT RAKWONG	Director	Non-participating
Ms. HATAITIP MADJUI	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) : 10

Date of AGM meeting : 24 Apr 2025

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. NATTAKIT TANGPOONSINTHANA (Chairman of the board)	-	7/7	Non-participating	Non-participating
2.	Mr. PREECHA LEELASITHORN (Director)	-	10/10	Participating	Participating
3.	Mr. CHAROEN SANGVICHAI PAT (Director)	-	10/10	Participating	Participating
4.	Mr. POLPAT ASAVAPRAPHA (Director)	-	10/10	Participating	Participating
5.	Mr. NAVAMIN PRASOPNET (Director)	-	10/10	Participating	Participating
6.	Mr. BANNASIT RAKWONG (Director)	-	10/10	Participating	Participating
7.	Ms. HATAITIP MADJUI (Director)	-	0/0	Non-participating	Non-participating
8.	Mr. KARL JAMORN MARN (Director)	26 Dec 2025	9/9	Participating	Participating
9.	Ms. BENJAWAN RAKWONG (Director)	26 Dec 2025	9/9	Participating	Participating

### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. NATTAKIT TANGPOONSINTHANA (Chairman of the board)	-	548,710.00	200,000.00	No
2.	Mr. PREECHA LEELASITHORN (Director)	-	240,000.00	200,000.00	No
3.	Mr. CHAROEN SANGVICHAI PAT (Director)	-	240,000.00	100,000.00	No
4.	Mr. POLPAT ASAVAPRAPHA (Director)	-	240,000.00	100,000.00	No
5.	Mr. NAVAMIN PRASOPNET (Director)	-	448,064.00	N/A	No

6.	Mr. BANNASIT RAKWONG (Director)	-	240,000.00	N/A	No
7.	Ms. HATAITIP MADJUI (Director)	-	0.00	N/A	No
8.	Mr. KARL JAMORNMARN (Director)	26 Dec 2025	240,000.00	100,000.00	No
9.	Ms. BENJAWAN RAKWONG (Director)	26 Dec 2025	240,000.00	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) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PREECHA LEELASITHORN (Chairman of the audit committee)	-	8/8
2.	Mr. CHAROEN SANGVICHAIIPAT (Audit committee)	-	8/8
3.	Mr. POLPAT ASAVAPRAPHA (Audit committee)	-	8/8
4.	Mr. KARL JAMORNMARN (Audit committee)	26 Dec 2025	8/8