



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

MATCHING MAXIMIZE SOLUTION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	8
Corporate Governance	
Corporate Governance Policy	12
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	13
Performance Report on Corporate Governance	23

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : MATCHING MAXIMIZE SOLUTION PUBLIC COMPANY LIMITED

Symbol : MATCH

Address : 305/12 SUKHOTHAI SOI 6, SUKHOTHAI ROAD, DUSIT, DUSIT

Province : Bangkok

Postcode : 10300

Business : The Company's core businesses consist of equipment rental business, studio rental business, content business and a joint venture producing feature films.

Registration Number : 0107545000365

Telephone : 0-2243-6543-6, 0-2669-4200-9

Fax (if applicable) : 0-2243-1494, 0-2243-4124

Website : <http://www.matchinggroup.com>

Email : corporate_secretary@mmsbangkok.com

Total Shares Sold (shares)

Common Stock : 781,628,733

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	249,740.00	350,840.00	343,130.00
Equipment Rental Services (Thousand baht)	192,000.00	248,920.00	270,420.00
TV Content Production (Thousand baht)	39,610.00	25,330.00	38,450.00
Studio Rental Services (Thousand baht)	15,690.00	73,460.00	30,700.00
Product Sales (Thousand baht)	2,440.00	3,130.00	3,560.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Equipment Rental Services (%)	76.88	70.95	78.81
TV Content Production (%)	15.86	7.22	11.21
Studio Rental Services (%)	6.28	20.94	8.95
Product Sales (%)	0.98	0.89	1.04

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	249,740.00	350,840.00	343,130.00
Domestic (Thousand baht)	249,740.00	350,840.00	343,130.00
International (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00

International (%)	0.00	0.00	0.00
-------------------	------	------	------

*Excluding the profit margins in the associated companies

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)	2020	2021	2022
R&D expenses in the past 3 years	N/A	N/A	0.00

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)

Technological changes and obsolete filming equipment (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Product obsolescence

Investment in new equipment (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Product obsolescence

Arrival of new operators (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain

Lower production budget (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Business operations of partners in the supply chain

Worker shortage in the service sector (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Possible failure to attract clients as targeted (Studio Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Technological changes (Content Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Falling popularity of TV programs or changing consumer behavior trend (Content Business)

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

Copyright infringement (Content Business)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Personal Data Protection Act (PDPA) 2019

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Risk to Securities Holder (2.2.2)

Influence of the major shareholder on overall management policies

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Possible conflicts of interests and competing businesses from the major shareholder

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Low free float that results in lower trading liquidity

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.matchinggroup.com/th/sustainable-development>

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.matchinggroup.com/th/sustainable-development>

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Diesel (Litre)	228,621.69	160,965.23	194,599.88
Gasoline (Litre)	2,458.47	4,115.43	4,270.84

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	1,098,046.00	1,279,563.00	1,354,137.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	16,966.00	16,172.00	18,125.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	N/A	N/A	10,544.38
Hazardous waste (kg)	N/A	N/A	950.00
Total (kg)	N/A	N/A	11,494.38

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total (Tons of carbon dioxide equivalents)	N/A	N/A	N/A

• 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 : Yes

URL of human rights policy : <https://www.matchinggroup.com/th/sustainable-development>

Company human right guideline : Employee Rights, Migrant Workers, 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

	2020	2021	2022
Number of male employees (persons)	289	332	353
Number of female employees (persons)	73	86	104
Total (persons)	362	418	457

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	188,113,195.28	86,734,481.51	114,967,460.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	1	1	16
Employee development and training expenses (baht)	197,178.32	510,668.27	417,436.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	4	9

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	87.02	11.48	19.91

• **Significant labor dispute**

	2020	2021	2022
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.matchinggroup.com/th/sustainable-development>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	2	22.22
Number of non-executive directors	7	77.78
Number of independent directors	3	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. SANSRIT YENBAMRUNG Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	24 Apr 2018	Property Development, Banking, Engineering

2.	Mr. AKARAT NA RANONG Gender: Male Age: 69 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	6 May 2010	Risk Management, Audit, Finance, Media & Publishing
3.	Mr. KAMOL RATANACHAI Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	12 Nov 2010	Risk Management, Audit
4.	Mr. POOMCHAI WACHARAPONG Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	2 Jan 2014	Leadership, Corporate Management, Media & Publishing
5.	Mr. CHATRAPEE TANTIXALERM Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Sep 2017	Audit, Finance

6.	<p>Mrs. YAOWALAK POOLTHONG</p> <p>Gender: Female</p> <p>Age: 61 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	25 Apr 2018	Strategic Management, Corporate Management, Data Analysis, Finance, Accounting, Media & Publishing, Property Development
7.	<p>Mr. CHAYANONT ULIT</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: architecture</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	1 Aug 2020	Corporate Management, Leadership, Project Management, Design, Architecture
8.	<p>Mr. NEIL WAYNE THOMPSON</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Technician</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	23 Dec 2020	Marketing, Digital Marketing, Data Analysis, Negotiation, Media & Publishing, Information & Communication Technology
9.	<p>Mr. KOMKRIT SIRIRAT</p> <p>Gender: Male</p> <p>Age: 60 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 (Non-executive)</p> <p>Director type: Original director</p>	23 Dec 2020	IT Management, Engineering, Media & Publishing, Information & Communication Technology, Corporate Management

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. AKARAT NA RANONG Gender: Male Age: 69 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	14 May 2010	Risk Management, Audit, Finance, Media & Publishing
2. Mr. KAMOL RATANACHAI Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	12 Nov 2010	Risk Management, Audit

3.	Mr. CHATRAPEE TANTIXALERM	Audit committee	27 Sep 2017	Audit, Finance
	Gender: Male	(Non-executive,		
	Age: 59 years old	Independent director)		
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Finance	director		
	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. SANSRIT YENBAMRUNG	Chairman of the executive committee	24 Apr 2018
	Gender: Male		
	Age: 64 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	Mr. CHAYANONT ULIT	Member of the executive committee	1 Aug 2020
	Gender: Male		
	Age: 53 years old		
	Highest level of education: Bachelor's degree		
	Major: architecture		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
3.	Mr. NEIL WAYNE THOMPSON	Member of the executive committee	23 Dec 2020
	Gender: Male		
	Age: 65 years old		
	Highest level of education: Below a bachelor's degree		
	Major: Technician		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	Mr. POOMCHAI WACHARAPONG Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	2 Jan 2014
5.	Mrs. YAOWALAK POOLTHONG Gender: Female Age: 61 years old Highest level of education: Doctoral degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 Apr 2018
6.	Mr. KOMKRIT SIRIRAT Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 Dec 2020

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. CHATRAPEE TANTIXALERM	Chairman
	Mr. AKARAT NA RANONG	Member
	Mr. KAMOL RATANACHAI	Member
Nomination and Remuneration Committee	Mr. SANSRIT YENBAMRUNG	Chairman
	Mr. CHATRAPEE TANTIXALERM	Member
	Mr. KAMOL RATANACHAI	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance 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. NEIL WAYNE THOMPSON Gender: Male Age: 65 years old Highest level of education: Below a bachelor's degree Major: Technician	Deputy Chief Executive Officer	1 Jan 2021	Marketing, Digital Marketing, Data Analysis, Negotiation, Media & Publishing, Information & Communication Technology
2. Mr. Chanintorn Ulit Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Film and Video	Senior Vice President	1 Sep 2020	
3. Mr. Pophun Limwongse Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Architecture	Acting Senior Vice President	1 Nov 2022	
4. Mrs. Ladawan Khumsap [1] Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	1 Sep 2020	
5. Mr. Adtachai Kittiwattananukroh [2] Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Vice President of Accounting and Budget	1 Nov 2007	

[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

	2020	2021	2022
Total executive remuneration (baht)	4,500,000.00	1,430,000.00	5,940,000.00

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) : 353

Number of female employees (persons) : 104

Total (persons) : 457

Employee Remuneration

Total employee remuneration : 114,967,460.00

Provident fund

Total number of employees (persons) : 457

Number of employees contributing to the PVD (persons) : 195

Percentage of employees who are members (%) : 42.67

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)

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SANSRIT YENBAMRUNG	Chairman of the board	Non-participating
Mr. AKARAT NA RANONG	Director	Participating
Mr. KAMOL RATANACHAI	Director	Participating
Mr. POOMCHAI WACHARAPONG	Director	Non-participating
Mr. CHATRAPEE TANTIXALERM	Director	Non-participating
Mrs. YAOWALAK POOLTHONG	Director	Non-participating
Mr. CHAYANONT ULIT	Director	Participating
Mr. NEIL WAYNE THOMPSON	Director	Non-participating
Mr. KOMKRIT SIRIRAT	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 14

Date of AGM meeting : 27 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SANSRIT YENBAMRUNG (Chairman of the board)	-	14/14	Participating	Did not hold the meeting
2.	Mr. AKARAT NA RANONG (Director)	-	14/14	Participating	Did not hold the meeting
3.	Mr. KAMOL RATANACHAI (Director)	-	14/14	Participating	Did not hold the meeting
4.	Mr. POOMCHAI WACHARAPONG (Director)	-	14/14	Participating	Did not hold the meeting
5.	Mr. CHATRAPEE TANTIXALERM (Director)	-	14/14	Participating	Did not hold the meeting
6.	Mrs. YAOWALAK POOLTHONG (Director)	-	14/14	Participating	Did not hold the meeting
7.	Mr. CHAYANONT ULIT (Director)	-	14/14	Participating	Did not hold the meeting
8.	Mr. NEIL WAYNE THOMPSON (Director)	-	12/14	Participating	Did not hold the meeting
9.	Mr. KOMKRIT SIRIRAT (Director)	-	13/14	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. SANSRIT YENBAMRUNG (Chairman of the board)	-	1,140,000.00	N/A	No
2.	Mr. AKARAT NA RANONG (Director)	-	800,000.00	N/A	No
3.	Mr. KAMOL RATANACHAI (Director)	-	720,000.00	N/A	No
4.	Mr. POOMCHAI WACHARAPONG (Director)	-	600,000.00	N/A	No

5.	Mr. CHATRAPEE TANTIXALERM (Director)	-	760,000.00	N/A	No
6.	Mrs. YAOWALAK POOLTHONG (Director)	-	600,000.00	N/A	No
7.	Mr. CHAYANONT ULIT (Director)	-	360,000.00	N/A	No
8.	Mr. NEIL WAYNE THOMPSON (Director)	-	360,000.00	N/A	No
9.	Mr. KOMKRIT SIRIRAT (Director)	-	600,000.00	N/A	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) : 9

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. AKARAT NA RANONG (Chairman of the audit committee)	-	9/9
2.	Mr. KAMOL RATANACHAI (Audit committee)	-	9/9
3.	Mr. CHATRAPEE TANTIXALERM (Audit committee)	-	9/9