



56-1 ONE REPORT 2022

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VISION

“ Provider of trustworthy,
accurate and timely content ”



CORPORATE VALUES

Aligning Behavior with Corporate Values



Modernity

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

Collaboration

- To work as a team
- To provide assistance

Operational Excellence

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

Transparency & Trust

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

Spirit

- To work passionately
- To work professionally



GENERAL INFORMATION

Company Name	:	MCOT Public Company Limited (MCOT Plc.)
Type of Business	:	Multi-media business consisting of television, radio (MCOT Radio Network), news (Thai News Agency), electronic media and joint-operations with other private operators under Joint-Operations Agreements
Employees	:	As of December 31, 2022 totaling 919 employees: <ul style="list-style-type: none">- 13 Senior Vice President or higher- 906 employees
Head Office Location	:	63/1 Rama IX Road, Huay Kwang, Bangkok 10310
Registered Number	:	0107547000745 (Old Registered Number: 0107574700743)
Homepage	:	www.mcot.net
Telephone	:	0 2201 6000
Facsimile	:	0 2245 1435
Registered Capital	:	Baht 3,835,000,000, consisting of 767 million ordinary shares, 5 Baht par value per share. Issued and paid-up share capital of 3,435,496,050 Baht, consisting of 687,099,210 ordinary shares of 5 Baht each.

Subsidiaries

Company Name	:	Panorama Worldwide Company Limited*
Type of Business	:	TV program production provided to MCOT Public Company Limited and other companies
Employees	:	-
Head Office Location	:	Multi-purpose Building 63/1 Floor 11, Rama IX Road, Huay Kwang, Bangkok 10310
Telephone	:	0 2248 2079-80
Facsimile	:	0 2248 2081
Registered Capital	:	Baht 10 million, consisting of 1 million ordinary shares, 10 Baht par value Per share, All shares have been issued and fully paid up.
Shareholding Status	:	49.0% of paid-up registered capital

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

Listed Company

Company Name	:	SeedMCOT Company Limited*
Type of Business	:	Radio program production to be broadcast on MCOT radio network, concert organizer, TV and film production, music and other related business
Employees	:	-
Head Office Location	:	Multi-purpose Building 63/1 Floor 11, Rama IX Road, Huay Kwang, Bangkok 10310
Telephone	:	0 2201 6009
Facsimile	:	0 2245 1832
Registered Capital	:	Baht 100 million, consisting of 1 million ordinary shares, 100 Baht par value per share. Issued and paid-up capital 88.81 million Baht.
Shareholding Status	:	49.0% of paid-up registered capital

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

References

Registrar	:	Thailand Securities Depository Company Limited Floor 1, The Stock Exchange of Thailand, Tower B Building 93 Ratchadapisek Road, Din Daeng, Bangkok 10400 Telephone : 0 2009 9000 Facsimile : 0 2009 9991
Auditor	:	EY Company Limited Floor 33, Lake Ratchada Building, 193/136-137 Ratchadaphisek Road, Khlong Toei, Bangkok 10110 Telephone : 0 2647 0777 Facsimile : 0 2264 0789-90

FINANCIAL HIGHLIGHTS

Performance	2022	2021	2020
Statement of financial position (Million Baht)			
Current Assets	731.12	892.57	1,307.06
Non-current Assets	9,360.92	9,016.86	9,019.78
Total Assets	10,092.04	9,909.43	10,326.84
Current Liabilities	498.73	458.48	1,778.32
Non-current Liabilities	2,816.81	2,683.53	1,945.37
Total Liabilities	3,315.54	3,142.01	3,723.69
Total shareholders' equity of the parent's company	6,799.48	6,787.93	6,622.68
Non-controlling interests	(22.98)	(20.51)	(19.53)
Total Equity	6,776.50	6,767.42	6,603.15
Total Liabilities and Equity	10,092.04	9,909.43	10,326.84
Work Performance (Million Baht)			
Total Revenues	1,408.16	1,586.54	1,878.20
Revenue from sale of goods and rendering of services	1,373.31	1,415.16	1,424.09
Gain on fair value adjustment of investment properties	0.00	72.29	291.80
Other income	34.85	99.09	61.02
Revenue for the year from discontinued operation	0.00	0.00	101.29
Total expenses	1,448.99	1,422.27	3,686.42
Cost of sale of goods and rendering of services	968.98	897.99	1,466.24
Distribution costs	88.01	124.61	119.90
Administrative expenses	361.65	361.88	423.65
Reversal of impairment losses on digital television licence	0.00	0.00	0.00
Impairment losses on assets	0.00	0.00	1,138.43
Employee expenses for Mutual Separate Plan project	0.00	0.00	431.67
Finance costs	30.35	23.33	6.08
Expenses for the year from discontinued operation	0.00	0.00	42.09
Tax expense	0.00	14.46	58.36
Profit (loss) for the year	(40.83)	164.27	(1,808.22)
Owners of the Parent Company	(38.36)	165.24	(1,807.40)
Non-controlling interests	(2.48)	(0.97)	(0.82)
Basic earnings (loss) per share	(0.06)	0.24	(2.63)
Financial Ratios			
Net Profit Margin to Total Income (%)	(2.72)	10.42	(96.23)
Returns on Equity (%)	(0.56)	2.46	(24.95)
Returns on Total Assets (%)	(0.38)	1.63	(17.34)
Debt to Equity Ratio (Times)	0.49	0.46	0.56
	0	(0)	

SIGNIFICANT INCIDENTS

Significant incidents in 2022

In 2022, MCOT achieved its strategies and focused on enhancing competitiveness as detailed below.

1. MCOT Plc. was trusted for the broadcasting of APEC 2022 as the host broadcaster who had the core duties in live broadcasting and in delivering the television broadcasting in respect with the APEC ceremony and APEC Economic Leaders' Meeting for the year of 2022 held at Queen Sirikit Convention Center, from 14 - 19 November, 2022; and in facilitating and providing the services, especially delivering the news photos to Thai and foreign media.



2. MCOT Plc. mutually signed a Memorandum of Understanding on promoting the use of Cannabis for health care and economic stimulus without improper use with 7 agencies; namely, Ministry of Public Health, Ministry of Tourism and Sports, ThaiHealth Promotion Foundation, The Medical Council of Thailand, Thai Traditional Medical Council, The Pharmacy Council, and Nursing and Midwifery Council in order to campaign, publicize, and transfer the knowledge base about how to use Cannabis for health care properly and safely.



3. MCOT Plc. by Thai News Agency attended the Annual General Meeting of the Organization of Asia-Pacific News Agency (OANA), which is a news sharing network in Asia-Pacific with 44 members who are news organizations from 35 countries around the world. This organization is located at Tehran, Iran.



4. MCOT Plc. obtained the sound broadcasting service license, and the license to use frequency for sound broadcasting service in the category of the commercial service for 47 MCOT FM radio frequencies nationwide, comprising 6 frequencies in Bangkok and vicinity areas, and 41 frequencies in other provincial areas. The licenses would come into effect on April 4, 2022.



5. MCOT Plc. launched “Mellow POP”, an online platform that has been growing along with the old group of audiences from Mellow FM 97.5 MHz. It aimed to an online music community platform focusing on T-POP songs, Asian songs, and other hit songs.



AWARDS OF ACHIEVEMENT

Q1-2022 (January - March 2022)

12th Kon Dee Thailand Award

MCOT

Category : Best Social Support

Host : Kon Dee Thailand Foundation

Date : March 2, 2022



Green and Creative Media Innovation Award

Fact Checkers X Sure & Share Club Virtual Camp

Category : Media Innovation for Society

Host : Media Innovation Committee, Thai Media Fund

Date : March 25, 2022



Q2-2022 (April - June 2022)

Honorary Plaque on Consumer Protection

MCOT

Host : Office of the Consumer Protection Board

Date : April 29, 2022



36th Golden Television

Mr. Suwikrom Amaranon

Category : Best TV Host

Host : TV Promotion Association

Date : June 12, 2022



Q3-2022 (July - September 2022)

Prachabodi Award

Hong Rub Kaek (Guest Room), FM 96.5

Category : Creative Media (Radio)

Host : Department of Social Development and Welfare

Date : July 4, 2022



Best in IT Crime Suppression 2022

Sure & Share, Thai News Agency

Category : IT Crime Prevention Program

Host : Ministry of Digital Economy and Society

Date : July 8, 2022



Honorary Award on Green and Creative Media 2022

Good Morning ASEAN, MCOT News, FM 100.5, Bok Lao 965, FM 96.5

Category : Green and Creative Media

Host : Thai Media Fund

Date : July 21, 2022



MCOT was graded A (89.28 points) in the assessment on morality and transparency of state enterprise's operations.

MCOT

Category : Transparency in operations

Host : Office of National Anti-Corruption Commission

Date : August 5, 2022



Manee Mekhla 2022

Mr. Vasin Boonyakom

Category : Best Entertainment Male Host

Mr. Phatiyuth Jaiswang, Executive Vice President, Product Group

Ms. Nantaka Warawanichanun, Mr. Thames Sappakit

Category : Best Entertainment News

Host : Entertainment News Association of Thailand



Nataraj 2022

Legal News and Updates, FM 100.5 MCOT News Network

Category : Best News and Information Program

Ms. Nongwadee Tanimarn, Economic News Analysis, FM 100.5 MCOT News Network

Category : Best News and Information Host

Scoop on Kinaree Pole, 9 MCOT HD (30),

produced by Mr. Pariwat Bupasiri,

Reporter of Thai News Agency

Category : Best News Scoop

Perspective, 9 MCOT HD (30),

produced by JSL Global Media Co., Ltd., and Black Dot Co., Ltd.

Category : Best Talk Show

Mr. Suwikrom Amaranon,

Host of Perspective Program,

9 MCOT HD (30)

Category : Best Host

Host : Radio-Television Broadcasting

Professional

Date : September 7, 2022





Honorary Award on Green and Creative Media

Good Morning ASEAN, FM 100.5, Bok Lao 965, FM 96.5

Category : Green and Creative Media

Host : Thai Media Fund

Date : September 16, 2022



Honorary Certificate on Moral Media

Ms. Jureepon Santa, Acting Head of Uttaradit Regional Radio Station

Ms. Wasana Wongwien, Host of Uttaradit Regional Radio Station

Category : Moral Media

Host : Committee on Moral Promotion Uttaradit Province

Date : September 19, 2022



Q4-2022 (October - December 2022)

Silver Medal Certificate on Cyber Security Preservation and Achievement of Excellent Evaluation Result

MCOT

Award : Silver Medal Certificate on Cyber Security Preservation and Achievement of Excellent Evaluation Result

Host : National Cyber Security Agency

Date : December 9, 2022



16th "Phu Pid Tong Lung Phra" Award 2022

Mr. Somyos Danguan, Sport News Reporter, Thai News Agency

Award : 16th "Phu Pid Tong Lung Phra" Award 2022

Host : Crime Journalist Association of Thailand

Date : December 17, 2022



Best Creative Content using Effects on TikTok

Sure & Share, Thai News Agency

Award : Best Creative Content using Effects on TikTok

Host : TikTok

Date : December 23, 2022

TikTok ชัวร์ก่อนแชร์ กว่ารางวัลที่ 1

TikTok ของ ชัวร์ก่อนแชร์ ได้รางวัลที่ 1 ซึ่งตัดสินจากการโพสต์คลิปในแอชแท็กที่กำหนดร่วมกับยอดวิว ความคิดสร้างสรรค์ และการใช้เอฟเฟกต์บน TikTok

ปัจจุบัน TikTok ของ ชัวร์ก่อนแชร์ มีผู้ติดตามเกือบ 1.4 ล้านราย สามารถเข้าไปกดติดตามได้ที่ @sureandshare








MCOT is graded "Excellence", receiving 5 stars in the survey on governance

MCOT

Award : MCOT is graded "Excellence", receiving 5 stars in the survey on governance in Thai listed companies in 2022

Host : Thai Institute of Directors

ช่วงคะแนน	สัญลักษณ์	ความหมาย
90 - 100		ดีเลิศ (Excellent)
80 - 89		ดีมาก (Very Good)
70 - 79		ดี (Good)
60 - 69		ดีพอใช้ (Satisfactory)
50 - 59		ผ่าน (Pass)
ต่ำกว่า 50	-	N/A



MESSAGE FROM CHAIRMAN

MCOT's 2022 performance shows our commitment to being a socially responsible and trusted media organization that has been serving the Thai society for decades. In addition, with high-potential employees who are well trained in various professional skills, the Company is able to capitalize on strengths and expand business partnerships domestically and internationally. MCOT also aims to drive sustainable business growth in all dimensions, in adherence to the principles of good corporate governance.



Winning a total of 47 radio frequencies in the auction for FM radio frequencies at the national level, which is one of our milestones in 2022, strengthens MCOT's radio operations. Our nationwide radio network is able to boost revenue from arranging on-ground events after the ease of COVID-19 restrictions. Moreover, MCOT is entrusted to be the Host Broadcaster of APEC 2022 and other international sports events. As a result, 9 MCOT HD (30) is able to obtain better ratings and keep our sponsors satisfied. Selection of unique programs to differentiate the station and pave the way to be the leading content provider is an established strategy that will allow MCOT to tap on new business and generate more revenue.

Most importantly, the Board of Directors, management, employees and members of the labor union are determined to achieve sustainable performance and be profitable in order to build trust in investors, shareholders and stakeholders. Under a clear set of directions, policies and strategies, we are committed to pursuing operational excellence and stand ready for the new challenges in such competitive industry. As always, MCOT will continue to uphold good corporate governance principles and business ethical standards to ensure sustainable development through serving as a companion who delivers media values to our audience.

(Pol.Gen. Tawichat Palasak)

Chairman of the Board

MCOT Public Company Limited



KEY PROGRESS TO SUSTAINABILITY

In 2022, our world has been widely affected by a variety of challenges, including Thailand. A social challenge making a huge change and absolutely transforming people's lifestyle is COVID-19 pandemic that is not only the global health crisis, but also takes effect to a great economic crisis. Although, in 2022, such pandemic has existed, every country had to move forward to avoid the excessive economic and social damage. Reopening the society and country must be done under surveillance and responsible actions to the public.

The next social challenges are the acceptance and respect in human diversity, equity, and inclusion (DEI) of everyone to create the good quality of life in the society among these changes.

For environmental challenges, the key concern is the climate change, which causes the extreme changes of seasons, temperature, and weather in each area of the world (extreme weather), winter getting shorter, low temperature in summer or rain falling almost all year. These unexpected changes and deviation of weather are more risky to living, working, and operating the business, damaged or fewer products for both quality and quantity of the agricultural industry, and mistakes of presenting the cloth collection in the fashion industry.

Technology advancement takes more roles to people's life in all domains, either working, education, health, and relaxation. One important force is the emerging of pandemic, which forced everyone to avoid the face-to-face meeting and direct touching. As a result, our living in respect with studying, working, doing transactions, and access to any services must rely on technologies more. This health factor is an important origin to a new lifestyle of general people.

Consequently, those emerging challenges cause the economic movement after the social, environmental, and technological changes. In the aging society, the elderly have the strong purchase power from their saving during their working age. This helps drive economy, which is called the silver economy as to the hair color of people at this age.

The environmental impact that every sector must greatly realize is the risk associated to biodiversity loss, water shortage, deforestation, and ecological collapse, which arouse the perception of driving economy along with the maximum reduction of environmental impact, the sharing economy, and the circular economy.

Moreover, the abundance of information technology and social media make the general people have more active roles from citizen power and new leadership when an ordinary person can be the leader of any change. This takes effect to the overall economic growth that, previously, focuses on only investors and shareholders (shareholder economy), to an acceptance of creating value to all related stakeholders in the economic system (stakeholder economy).

To walk along the aforesaid challenges to meet the balance of sustainable development, the society needs awareness and literacy to all changes. MCOT Plc. as a mass media organization has a mission to drive the knowledge-based society for sustainable development. Therefore, the goals and direction of business growth of MCOT Plc. are formulated along with the creation of social changes. This is to drive the organization under the theme of "Profit & Purpose-driven organization" or mission-oriented organization by combining it the development strategy linked to SDGs which is the sustainable development goals mutually driven by the global community.

According to 17 items of corporate development plan to reach the target, and to make the business and social security appear actually, MCOT Plc. emphasizes 2 strategic issues; namely, performance and collaboration from internal and external stakeholders. The operating process has been lifted for eco-efficiency in using energy and natural resources, paying respect to potential and diversity to enhance collaboration in improving the service potential, producing media triggering social changes by joining hands with various sectors like business

organizations, government sector, and public sector, applying information technology to access to and change awareness and literacy, and delivering knowledge to the society to respond to challenges.

MCOT Plc. hopes that its business operation to meet the future goals would be a new journey that could tackle all present and future challenges, and get along with the stakeholders in all sectors to enjoy the sustainable development together.




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

Financial reports shown in the 56-1 One Report 2022 consisted of the statement of financial position, the statement of income, the statement of changes in shareholders' equity, the statement of cash flows, notes to the financial statements including the financial information presented in this annual report were prepared by the Company's management in compliance with the financial standards and generally accepted accounting principles, with precaution, accuracy and rationality. Appropriate accounting policies, consistent practices, careful discretion and best estimation were taken into account. Also, information was disclosed adequately and transparently to supervising companies and the Stock Exchange of Thailand for interest of investors and shareholders.

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

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

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



(Pol.Gen. Tawitchat Palasak)

Chairman of the Board

MCOT Public Company Limited

INDUSTRY OVERVIEW

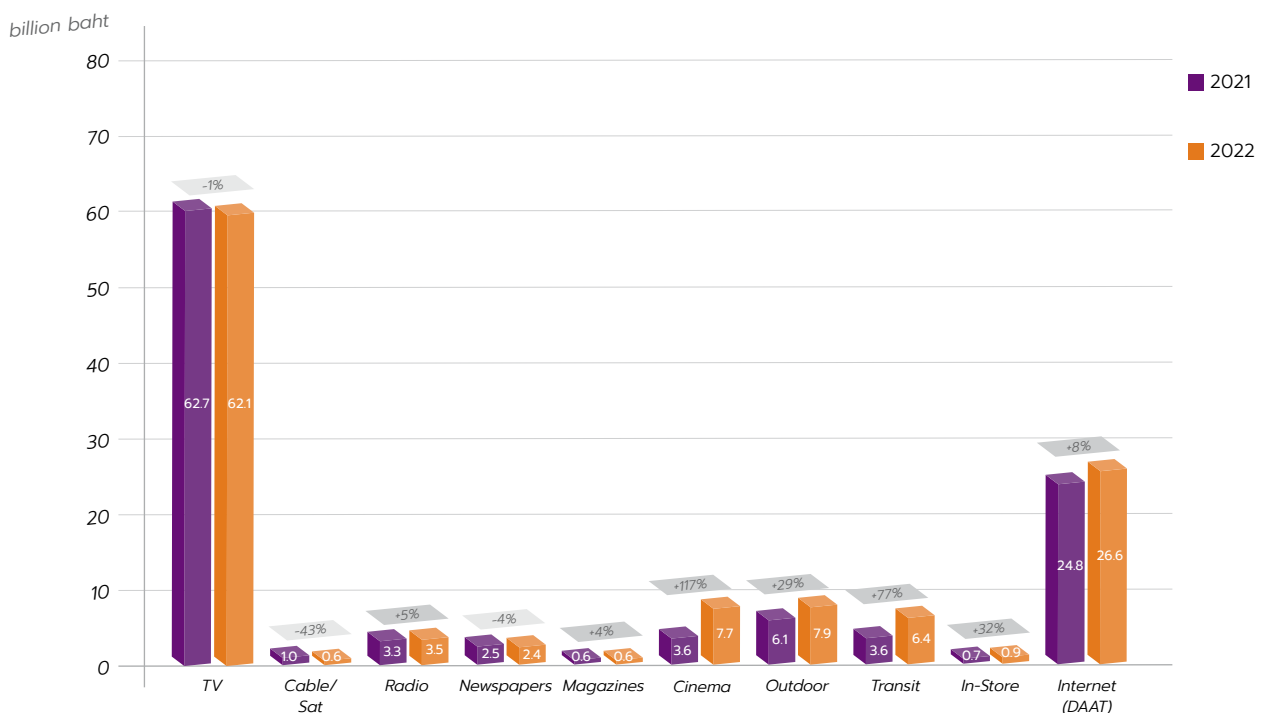
Advertising Spending in 2022

Advertising spending in 2022 is worth 118.7 million Baht, which increases 9%, compared to 2021. The spread of Omicron, a sub-variant of COVID-19, impact of Russia-Ukraine war on fuel price causing an increased cost of production and services, inflation as a result of economic recovery affect buying power of consumers. As a consequence, spenders slow down their spending on advertising budget. However, positive impacts are seen in out-of-home media. Cinema, moving media, in-store, outdoor, Internet,

and magazine increase 117%, 77%, 32%, 29%, 7% and 4%, respectively. On a contrary, cable and satellite drop 43%. Newspaper and TV slightly drop 4% and 1%, respectively.

Top three spenders in 2022 are 1) food & beverage, 2) personal care & cosmetics, and 3) retail shop/food outlet, who spend 18.6 million Baht (2% increase), 14.5 million Baht (2% decrease) and 11.8 million Baht, respectively.

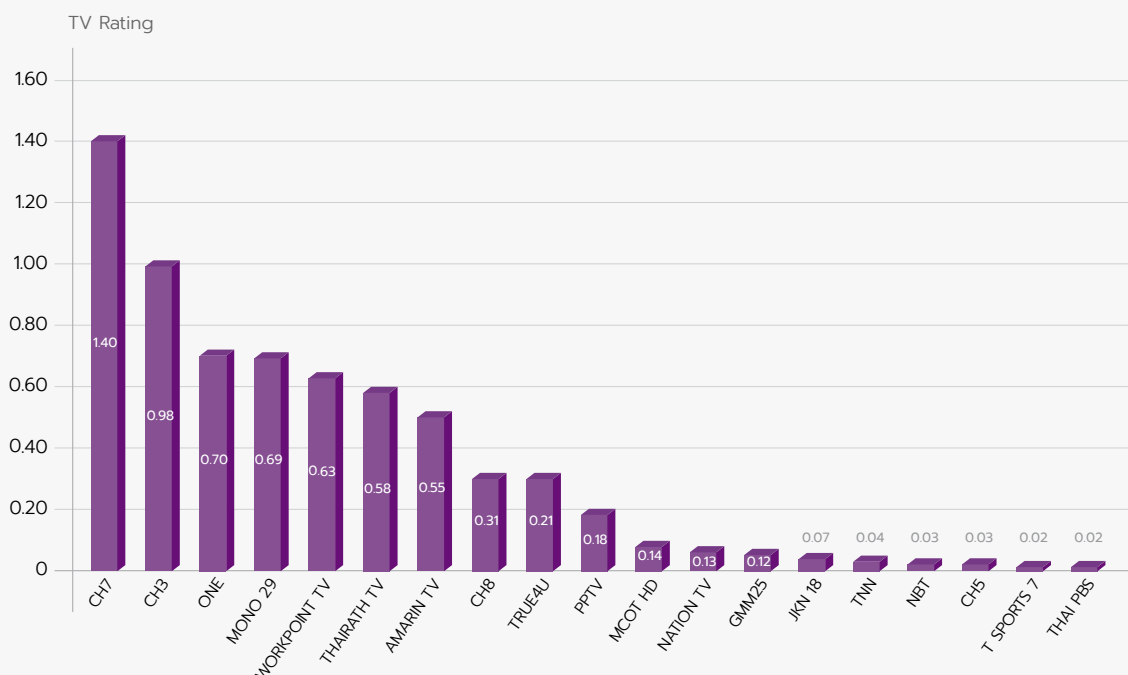
Media Spending in comparison between 2021 - 2022



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

In 2022, television operators are challenged by economic recovery after COVID-19 pandemic, and other negative factors including increased fuel price and inflation. This causes the spenders to slow down their media spending. Due to increased consumption of media through online platforms, the spenders decide to spend more on online platforms. TV, however, remains one of the major media among advertisers, having advertising budget of 53%.

TV Ratings in 2022



Source: AGB Nielsen Media Research (Thailand) Ltd.

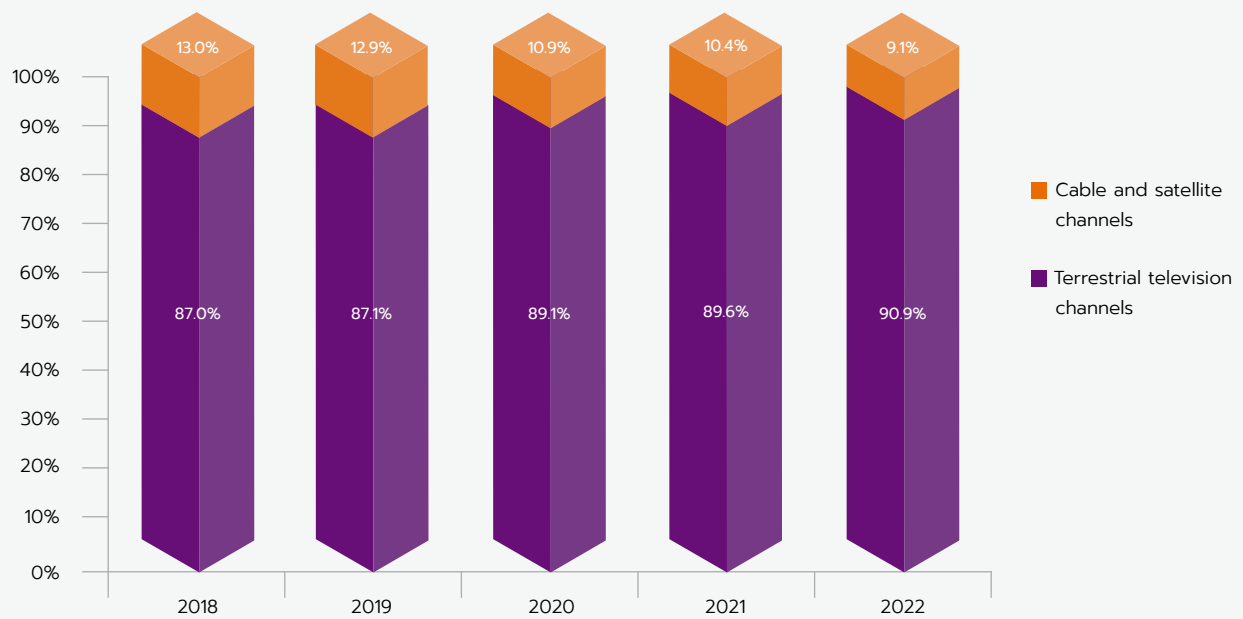
Fiscal Policy Office, the Ministry of Finance expects that the overall GDP in 2023 will increase 3.8%, compared to 2022. Tourism recovery is a positive factor fostering economy. As for industry, MI Group Ltd. foresees 4.2% growth in advertising budget. More spending in automobile industry is expected due to launch of new EV brands domestically and internationally.

TV Business Competition

The competition of the digital television business in 2023 is likely to be higher, either competition in content development to attract audiences, or competition in sales promotion to seize the advertising budget.

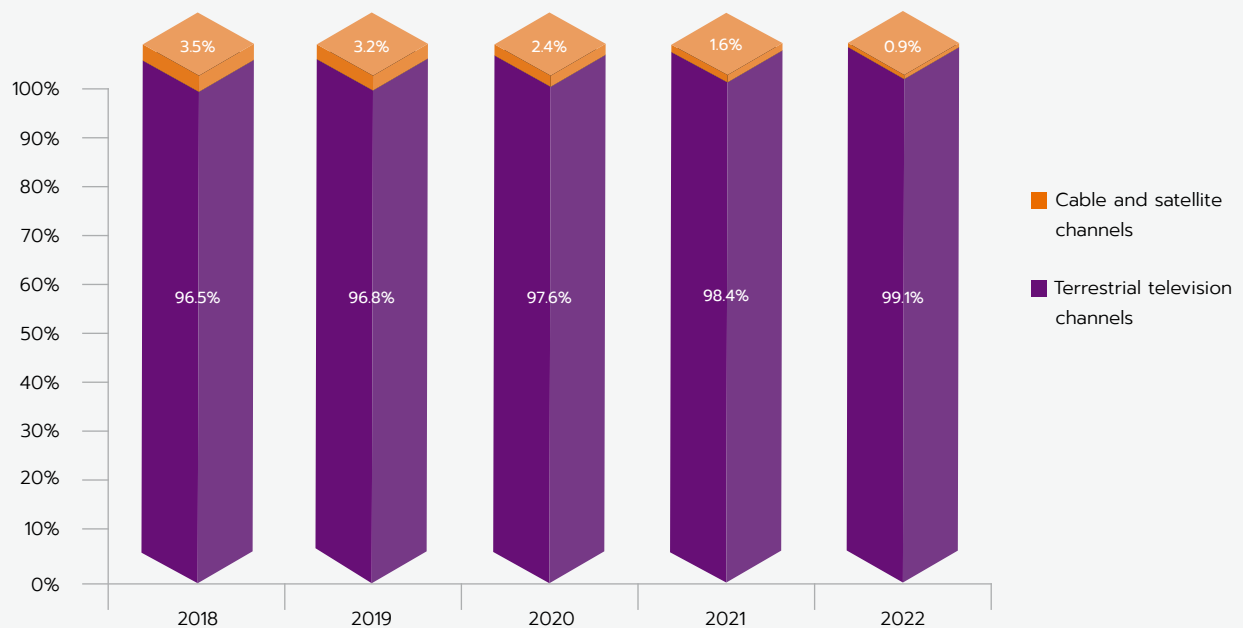
For the proportion of audiences in the television industry (terrestrial TV and cable and satellite), the proportion of audiences via terrestrial TV channel has gradually increased during 2018 - 2022 or an increase from 87.0% in 2018 to 90.9% in 2022. Meanwhile, the proportion of audiences via cable and satellite has remarkably declined from 13.0% in 2018 to 9.1% in 2022.

Audience Proportion



Source: AGB Nielsen Media Research (Thailand) Ltd.

Market share of industrial television



Source: AGB Nielsen Media Research (Thailand) Ltd.

Regarding the market proportion of television industry (terrestrial TV and cable and satellite), that of the terrestrial TV has been continuously increasing. The market proportion of terrestrial TV channels increased from 96.5% in 2018 to 99.1% in 2022; meanwhile, the market proportion of cable and satellite channels continuously decreased from 3.5% in 2018 to 0.9% in 2022.

SECTION 1

BUSINESS OPERATION AND OPERATING PERFORMANCE

1 BUSINESS STRUCTURE AND OPERATIONS OF THE GROUP OF COMPANIES

1.1 Policy and Business Overview

MCOT Public Company Limited (MCOT Plc.) mainly operates the mass media business. It is a state enterprise under the supervision of the Office of the Prime Minister. It was incorporated as a public company limited on August 17, 2004 by mean of the conversion from the Mass Communication Organization of Thailand (M.C.O.T) by virtue of the Capital of State Enterprise Act B.E 2542 (1999), and being listed on the Stock Exchange of Thailand on October 8, 2004. Later, on November 17, 2004, its IPO was offered. The core businesses of MCOT Plc. involve: 1) television business; 2) radio business; 3) Thai News Agency; 4) digital terrestrial TV broadcast facility service and 5) joint operations with Bangkok Entertainment Co. Ltd., under the Agreement that was expired on March 31, 2020. At present, the major shareholders of MCOT Plc. are the Ministry of Finance, holding 65.80% of shares, and the Government Savings Bank, holding 11.48% of shares. Others are the retail shareholders, holding 22.72% of the issued and paid-up shares.

In 2010, Act on the Organization to Assign Radio frequency and to Regulate the Broadcasting and Telecommunications Services B.E. 2553 was enacted. The National Broadcasting and Telecommunications Committee (NBTC) and the Office of the NBTC were

established to regulate and issue the service licenses. In 2014, the NBTC opened an auction for TV digital licenses (licenses), which deemed a critical turning point of Thailand's mass media industry because such auction led to the increasing number of television channels from 6 to 24 channels, and the harsh competition. The four categories of licenses involve: 1) high-definition public broadcasting channel; 2) standard-definition public broadcasting channel; 3) informative and content channel; and 4) kid and family channel. MCOT Plc. was awarded for the high-definition public broadcasting channel (9MCOTHD No. 30) and the standard-definition youth and family channel (MCOT Family No. 14). The license term is 15 years, from April 25, 2014 up to April 24, 2029.



MCOT returned the license to operate MCOT Family No. 14 in compliance with the Order of the Head of the National Council for Peace and Order No. 4/2019 on Solution Measures on TV and Telecommunication Business, Article 10, which states that any licensee wishing to return its license is required to submit a letter to the NBTC. Termination of MCOT Family Channel 14 was effective on September 16, 2019.

In 2020, MCOT Plc. carried out the restructuring. In this regard, a working unit was officially instituted to be responsible for boosting the Company's business potential relating to land management and development because MCOT Plc. has certain assets in forms of land and premises with great potential to generate some long-term benefits and revenues. The high-valued land with investment potential as a key asset to be quickly undertaken is the 50-Rai plot of land at Watthana Tham Road. This is a big plot of land situated in the New Central Business District (New CBD), next to Thailand Cultural Center and close to the route of orange-line underground train. As this land is in a good location with convenient travelling, it has some value added, and strong advantage in land utilization. MCOT Plc. also has other plots of land, which can be developed and upgraded for utilization and revenue earnings such as land at Phutthamonthon Sai 2 Road for an area of 59 Rai, and land at Nong Khem for an area of 40 Rai. These are the valuable assets under the development plan.

In 2022, MCOT Plc. tendered a bid for FM frequencies for sound broadcasting service in the category of the commercial service. On February 21, 2022, MCOT Plc. was awarded for the sound broadcasting service license, and the license to use frequency for sound broadcasting service in the category of the commercial service, comprising 47 FM frequencies nationwide, divided into 6 frequencies in Bangkok and vicinity, and another 41 frequencies in provincial areas. The license term is 7 years, starting from April 4, 2022 to April 3, 2029.

1.1.1 Mission, Vision, Corporate Core Values, Objectives and Goals

The 2023 - 2027 rehabilitation plan has been prepared in accordance with the Resolution of the meeting of the Board of Directors of the State Enterprise Policy Office (SEPO) No. 1/2021 on March 10, 2021. MCOT was ordered to be under supervision of SEPO on solution of state enterprises and was required to prepare the 2023 - 2027 rehabilitation plan based on current and future business factors. Mass media business has a correlation with information technology, therefore, has a high tendency to face uncertainties. It is the context in VUCA World, which consists of volatility, uncertainty, complexity, and ambiguity. Therefore, MCOT Plc. gives precedence to the new management format, either corporate management, human resource management, or capital management, that is, the Company must seek for revenues from its existing revenue sources, and for other new markets or new business opportunities. Meanwhile, the Company must adhere to its identity or corporate strength, and build up the strategic partners and stakeholders to enhance sustainable development according to the Environment, Social and Governance guideline (ESG). This development guideline is prioritized by every organization, especially listed companies and investors worldwide as a new guideline to drive businesses to enjoy the sustainable growth. This could be seen from all fund managers, especially institutional and foreign investors who put emphasis on making investment in companies which have operated their businesses by taking account of business and social sustainability more, which must involve 4 strategic objectives as follows:

1. MCOT x Strategic Partner Strategic collaboration to build up some new revenue sources.

2. Enhancing Competitiveness Competitiveness is lifted to revise the operating platform of main businesses (television, news, radio, digital, and new business as well as the business of providing

terrestrial television broadcasting facilities and network) to ensure that the Company is able to compete in the market, have sustainable profit, and make the brand identity and product recognition of MCOT Plc. be recognized and memorized.

3. Trusted and Creative Contents To present reliable information and contents by analyzing audiences/listeners to find out the direction and trend of program contents responding their demands.

4. Organizational Transformation for Sustainability To transform the organization for sustainability to ensure that it shall be able to be active and competitive in the market (under process, rules and regulations, personnel, and technologies), and ready to drive its businesses to sustainability, and to manage any impact to its stakeholders.

Under the aforesaid policy, MCOT Plc. defines the vision, mission, corporate core values, objectives, and goals to be in line with business circumstances and its middle-term corporate rehabilitation plan, Year 2022 - 2024 as follows:

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

2. Mission :

Audience : To present useful content through all our media platforms to meet the needs of the target audience and be socially responsible.

Customers/Partners : To deliver value and build up engagement through effective operations under adoption of technology and innovation

Employees : To continuously and effectively develop human resources and prepare them for changes.

Shareholders : To create sustainable returns through effective management with good governance

Society and community : to promote informative content to build an active society.

Country : To deliver sensible content to create wisdom, trust and positive image for the Country.

3. Corporate core values and expected behaviors based on corporate core values

Corporate Core Value MCOT+S	Behaviors based on corporate core value
M: Modernity	<ul style="list-style-type: none"> - Never stop learning and improving - Think creatively like business operator - Dare to create and take actions with no concerns about mistakes
C: Collaboration	<ul style="list-style-type: none"> - Working in team - Eager to help
O: Operational Excellence	<ul style="list-style-type: none"> - Be responsible for duties - Set up goals for joint achievements - Push forward for outcome
T: Transparency & Trust	<ul style="list-style-type: none"> - Believe in team - Frank - Pay respect with each other
S: Spirit	<ul style="list-style-type: none"> - Put your heart into your work - Work professionally

4. Corporate goals and goals of the middle-term plan MCOT Plc. defines its business operation under the middle-term rehabilitation plan for Year 2022 - 2024 in the corporate goals as follows:

1) MCOT Plc. will be listed in Thailand Sustainability Investment (THSI) by Year 2025.

2) White media to present contents benefiting and strengthening the society.

3) MCOT's products play a part in the daily life of general people.

4) MCOT's image looks contemporary, active, and young.

1.1.2 Significant Changes and Milestone

Background

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

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

On June, 2013, MCOT Plc. was awarded the broadcasting or television license to provide the national digital terrestrial TV broadcast service, effective from June 17, 2013 up to June 16, 2028. Later, on November, 2013, MCOT Plc. was awarded the broadcasting or television license to provide the national radio or television broadcasting facility services, effective on November 18, 2013 up to November 17, 2028. On April 2014, MCOT Plc. was awarded the high-definition public broadcasting license for 9 MCOT HD No. 30. The licensing term is 15 years, starting from April 25, 2014 up to April 24, 2029.

On April 2022, MCOT Plc. was awarded for the sound broadcasting service license, and the license to use frequency for sound broadcasting service in the category of the commercial service, comprising 47 FM frequencies nationwide, divided into 6 frequencies in Bangkok and vicinity, and another 41 frequencies in provincial areas. The license term is 7 years, starting from April 4, 2022 to April 3, 2029.

Substantial Operations in 2022

In 2022, MCOT Plc. has implemented the preset strategy with a focus on boosting competitiveness as specified below.

14 January	MCOT was assigned by Sports Authority of Thailand to record a competition to get the Thai Shooting Team in ISSF World Cup Rifle/Pistol Cairo, EGY, from 14 - 16 January, 2022 at The National Shooting Sport Association of Thailand under Royal Patronage.
19 January	MCOT Plc. and Rangsit University mutually signed a Memorandum of Understanding regarding the academic collaboration and professional knowledge sharing in order to support the personnel development in academic and professional aspects. This allowed the university students to have learning and work practice on media. MCOT Plc. provided some personnel and experts for training courses which could be developed by these students in the future.
1 February	MCOT Plc. and The Office of Justice Affair mutually signed a Memorandum of Understanding regarding the academic collaboration and professional knowledge sharing with a focus on personnel development to disseminate the legal knowledge to the public, and to produce some legal contents which might benefit the business operation.
15 February	MCOT Plc. was appointed to be the Sub-committee for public relations and communication alliances in an arrangement of APEC 2022 under the concept of “Open, Tie Relationship, and Connect for Balance”. MCOT Plc. also consulted for the public relation direction with Mr. Taneee Sangrat, Director-General of the Department of Information, Ministry of Foreign Affairs.
21 February	MCOT Plc. tendered a bid for 55 FM radio frequencies, comprising 6 frequencies in Bangkok and vicinity areas, and 49 frequencies in other provincial areas, from the total of 74 frequencies allocated by the NBTC. This was the first action in 92 years for Thailand’s efficient allocation of radio frequencies, and a development of radio broadcasting system.
2 March	MCOT Plc. was presented “Good Thai People” Award, Best Social Support, held by The Good People (Thailand) Foundation. This event was to praise any agencies that have contributed for the public, and to promote the presentation of constructive contents to the society. The event was presided over by Dr. Sumet Tantivejkul, Director and Secretary-General of Chaipattana Foundation.
23 March	MCOT Plc. and University of the Thai Chamber of Commerce mutually signed a Memorandum of Understanding to create the quality people to the society, and to give the professional experience to the students and staff of the University who would learn and practice some professional skills. In this regard, the curriculum has been designed and developed along with the learning direction and modern workshop activities that were in line with any changes and present circumstances.
24 March	“Sure Detective x Sure and Share Club, VIRTUAL CAMP” project by Sure and Share Center of MCOT Plc. in collaboration with Thai Media Fund, was the winner of MEDIA INNOVATION

AWARDS 2021 in the category of organization (large), in field of innovation media for the society, held by the Media Innovation Sub-committee, Thai Media Fund.

- 4 April MCOT Plc. obtained the sound broadcasting service license, and the license to use frequency for sound broadcasting service in the category of the commercial service for 47 MCOT FM radio frequencies nationwide, comprising 6 frequencies in Bangkok and vicinity areas, and 41 frequencies in other provincial areas. The licenses would come into effect on April 4, 2022.
- 7 April MCOT Plc. arranged the opening ceremony for “MCOT MUSEUM” as a center of compiling the history of MCOT in the Thai society, and of exhibiting some equipment and tools used in producing and broadcasting television programs in the past. The ceremony was attended by many key persons in the television regime together with the management team of MCOT Plc.
- 8 April MCOT Plc. arranged a ceremony to present the Best Employee Award, 2022 to 11 MCOT employees selected as the best employees as the models in working, and to raise the work spirit in other workers.
- 21 April MCOT Plc. arranged the 2022 Annual General Meeting of Shareholders on Thursday, April 21, 2022 via E-AGM. In 2021, MCOT Plc. earned the profit amounting to Baht 164 million. It stepped forward to develop some new program contents and businesses to enhance more revenues and corporate sustainable growth.
- 29 April MCOT Plc. was presented for the honorable shield on consumer protection for the year of 2021 in the event of the 2022 Thai Consumer Protection Day, held at Central by Centara Hotel, The Government Complex, Chaengwattana.
- 27 May MCOT Plc. mutually signed a Memorandum of Understanding on promoting the use of Cannabis for health care and economic stimulus without improper use with 7 agencies; namely, Ministry of Public Health, Ministry of Tourism and Sports, Thai Health Promotion Foundation, The Medical Council of Thailand, Thai Traditional Medical Council, The Pharmacy Council, and Nursing and Midwifery Council in order to campaign, publicize, and transfer the knowledge base about how to use Cannabis for health care properly and safely.
- 6 July Assoc. Prof. Kasemsarn Chotchakornpant, President of MCOT Plc., attended the Meet The Heads activity, held to communicate about the operating direction, business movement, and employee welfare, and to clarify many questions raised by the employees from the central site and provincial sites delivered via available channels.
- 8 July MCOT Plc. was presented the honorable shield for the outstanding suppression of IT offence for the year of 2022 by the Ministry of Digital Economy and Society. This was the outstanding performance done by Sure and Share program, Thai News Agency, broadcast via Channel 9, MCOT HD, hosted by Mr. Peerapol Anutarasote.
- 20 July MCOT Plc. launched “Mellow POP”, an online platform that has been growing along with the old group of audiences from Mellow FM 97.5 MHz. It aimed to an online music community platform focusing on T-POP songs, Asian songs, and other hit songs.

21 July	Two radio programs of MCOT Plc.; namely, Good Morning ASEAN program broadcast via MCOT News FM 100.5 MHz, and Bok Lao 965 program broadcast via Kluen Kwam Kid, FM 96.5 MHz, were presented the certificate in the project of honoring the safe and creative media held by Thai Media Fund. This event was held to praise and honor the media producers of safe and creative, qualified, and useful contents for the recipients.
25 July	MCOT Plc. and Kasetsart University Veterinary Alumni Association mutually signed in a Memorandum of Understanding on producing “Krob Krueng Rueang Sut” program broadcast on Saturdays on 17.00 - 18.00 hrs. via MCOT FM 96.5 MHz, Kluen Kwam Kid, to disseminate some useful information to the public.
5 August	MCOT Plc. obtained the Moral and Transparency Evaluation scores as carried out by ITA for the year of 2022 at 89.28 scores or at A Level, which was ranked better than the previous year. This implied that MCOT was a state enterprise which placed the management policy under corporate governance, aimed to improve the organization, performed duties transparently, honestly, and fairly, and cultivated sustainability for the Thai society.
9 August	MCOT Plc. was trusted for the broadcasting of APEC 2022 as the host broadcaster who had the core duties in live broadcasting and in delivering the television broadcasting in respect with the APEC ceremony and APEC Economic Leaders’ Meeting for the year of 2022 held at Queen Sirikit Convention Center, from 14 - 19 November, 2022; and in facilitating and providing the services, especially delivering the news photos to Thai and foreign media.
16 August	The Meeting of the Board of Directors of MCOT Plc., No. 12/2022 on August 16, 2022 passed a resolution to appoint Mr. Sirote Ratanamahatana, the Acting President in place of Assoc. Prof. Kasemsarn Chotchakornpant, President, who resigned from his office, effective on September 1, 2022.
21 August	MCOT Plc. received two Manee Mekhala awards for the year of 2022, e.g., “Best TV Station for Entertainment News” from Nine Entertain program, and “Best Entertainment Male MC” from Tok Mun Bun Tueng program.
8 September	MCOT Plc. received 5 “Nattaraj” awards, No. 13, e.g., Best News and Content Program award from Tan Kao Tan Kod Mai on FM 100.5 MCOT News Network, Best News and Contents Program Host from Joh Luek Settakij program on FM 100.5 MCOT News Network, Best News Scoop from Kinnaree Lighting Pole Scoop via Channel 9 MCOT HD, No. 30, Best Talk Show from Perspective program via Channel 9 MCOT HD, No. 30, and Best MC Award to Khun Suvikrom Amaranan from Perspective program on Channel 9 MCOT HD, No. 30.
20 October	MCOT Plc. organized a free concert, Nine Entertain Birthday Festival UPTOYOU “The world’s survival is up to you”. This was to celebrate the 20 th anniversary of Nine Entertain on “October 20, 2022 on 15.00 - 21.00 hrs. at Studio 5 of MCOT Plc.
29 October	MCOT Plc. by Thai News Agency attended the Annual General Meeting of the Organization of Asia-Pacific News Agency (OANA), which is a news sharing network in Asia-Pacific with 44 members who are news organizations from 35 countries around the world. This organization is located at Tehran, Iran.

7 November	MCOT Plc. arranged CG DAY “MCOT - ESG, a main step to sustainability”. In this event, Asst. Prof. Prasert Akkharapathompong, Chairman of the Corporate Governance Committee together with the management team, and staff, attended the lecture to learn about the importance of preparing the information about sustainability in accordance with ESG, and how to build the corporate, social, and environmental strength and growth, given by Mr. Anantachai Yoonprathom, President of The Sustainable Business Development Institute (SBDI Co., Ltd.).
9 November	MCOT Plc. has an announcement to invite any investors and interested persons for the market sounding, No. 1 regarding the direction of MCOT land development on the land plot of 40 Rai located at Nong Khaem, Petchkasem Road, and the land plot of 59 Rai located at Bang Phai, Phuttamonthon 2 Road. The next market sounding would deal with the direction of land development on the land plot of 50 Rai close to Thailand’s Cultural Center, to be held on November 22, 2022 at 10.00 hrs. at Auditorium Room, Floor 6, Operating Building, MCOT Head Office.
14 November	MCOT Plc. in collaboration with Thai Media Fund and network parties launched “Sure Detective x Sure and Share Club TRICK OR TRUST” project. The training attendants included the students, teachers, and general people at Pattaya, Chon Buri.
16 December	Mr. Sirote Ratanamahatana, Director and Acting President, together with the management team of MCOT Plc. had a courtesy call to H.E. Mr. Han Zhiqiang, Ambassador of the People’s Republic of China to Thailand to discuss about the mass media cooperation, which is like a bridge connecting relationship between two countries.
22 December	Prime Minister’s Office Minister Dr. Thanakorn Wangboonkongchana visited MCOT Plc. to deliver his policy, and to visit MCOT operations. He was welcomed by Pol.Gen. Tawitchat Palasak, Chairman, and the management team.

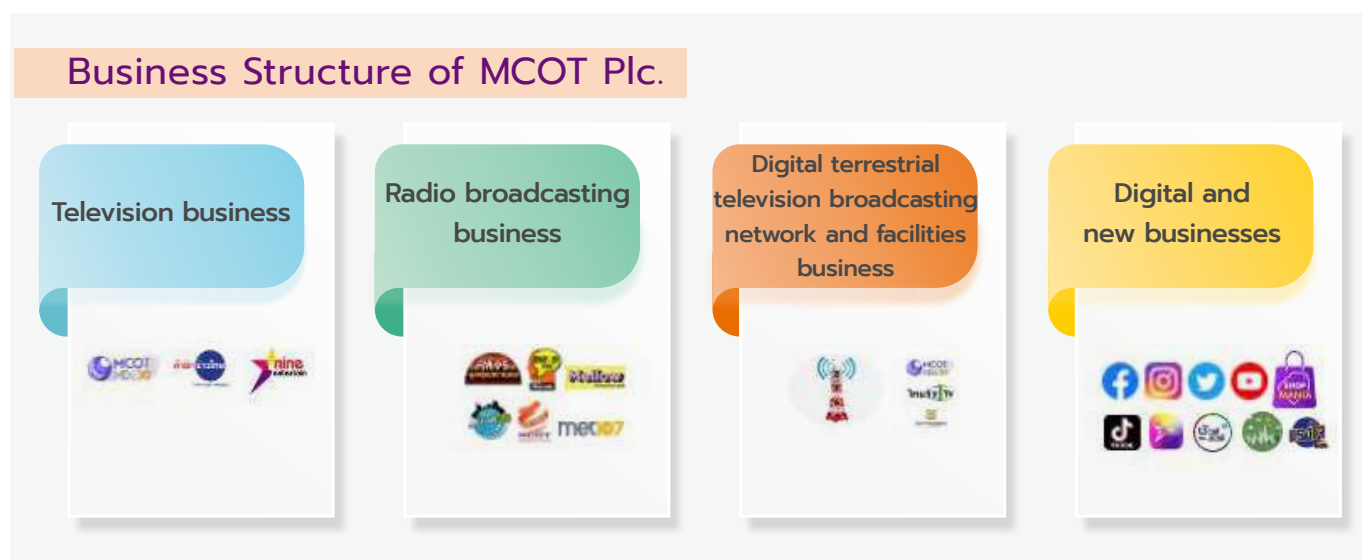
1.2 Nature of Business

MCOT Public Company Limited (MCOT Plc.) is a state enterprise in the form of a public limited company whereas the Ministry of Finance is the major shareholder under the supervision of the Office of the Prime Minister. It was incorporated as a public company limited on August 17, 2004 by mean of the conversion from the Mass Communication Organization of Thailand (M.C.O.T) by virtue of the Capital of State Enterprise Act B.E 2542 (1999), and being listed on the Stock Exchange of Thailand on October 8, 2004. Later, on November 17, 2004, its IPO was offered. At present, two major shareholders of MCOT Plc. are the Ministry of Finance, holding 65.8% of shares, and the Government Savings Bank, holding 11.48% of shares. Others are the retail shareholders, holding 22.72% of the issued and paid-up shares.

MCOT Plc. operates the media business, comprising television and radio business (9MCOT HD), radio broadcasting business (MCOT radio station network), news service agency (The Thai News Agency), digital media and facilities service, and digital terrestrial television broadcasting network under the vision “Provider of trustworthy, accurate and timely content”. MCOT Plc. has prepared for the business future by trying to expand the digital media business based on the market trend, and by pushing its revenue growth.

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

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



MCOT Plc. has the business structure and several business operation patterns as follows:

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

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

Means of boosting competitiveness

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

This group of businesses needs a huge amount of investment for expansion. To drive this group of businesses into the Star Group, MCOT Plc. anticipates that the capital sources will come from the business development and property utilization. The revolving capital for investment would start from 2022 onward.

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

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

Means of boosting competitiveness

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

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

This group involves the television business.

Means of boosting competitiveness

- Utilize the properties to find out new business opportunities from production works, or lease of production equipment, studio for program production.

1.2.1 Revenue Structure

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

Types of revenue	Jan 1 - Dec 31, 2022		Jan 1 - Dec 31, 2021	
	Million Baht	%	Million Baht	%
1. Revenue from sales and service offering	1,373,310,433	97.52	1,415,165,349	89.20
2. Gain from fair value adjustment of investment property	-	-	72,290,000	4.56
3. Other revenue	34,329,084	2.44	96,667,413	6.09
4. Financial revenue	519,247	0.04	2,420,696	0.15
Total revenues	1,408,158,764	100%	1,586,543,458	100%

1.2.2 Product Information

Television Station Business

The former name of Modernine Television station is "MCOT 9 Television Station", broadcast under CCIR/PAL 625 in the analogue system around the clock from the base station located at the head office in Bangkok to other 35 provincial network stations around the country. The service scope covers 87.0 percent of areas nationwide, and 88.5 percent of people in those service areas. Modernine TV station in the analogue system has stopped the broadcasting service since July 16, 2018 according to the period of returning the frequency allocated by the Office of the NBTC. Since 2014, MCOT Plc. has provided the digital terrestrial television broadcasting network service according to licenses to operate commercial digital terrestrial TV channels at the national level in 2 channels

comprising a High Definition (HD) variety and Standard Definition (SD) Family channels. The term of such licenses is 15 years, starting from April 25, 2014 to April 24, 2029.

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

Nature of Product or Service

The television service business in Thailand has transit from analogue to digital terrestrial television broadcasting when the National Broadcasting and Telecommunications Commission (NBTC) announced the First Broadcasting Master Plan (A.D. 2012 - 2016), which defines that the total number of digital terrestrial television broadcasting channel is 48 channels whereas 12 channels are provided for community services (in each service area), and another 12 channels for (national) public broadcasting services. The licensing for both categories of channels shall be based on the Beauty Contest selection method. For another 24 national business broadcasting service channels, the licenses are allocated by auction. The business broadcasting service channels are divided into 4 categories; namely, 3 Standard Definition (SD) kids and families licenses; 7 SD news and informative licenses; 7 SD general licenses; and 7 High Definition (HD) general licenses. An applicant for the digital television service license must be a state enterprise or a company incorporated under Thai law with a core objective of undertaking the broadcasting or television business under Section 13(2) of the Broadcasting and Television Business Act.

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

that MCOT Plc. was awarded for 2 spectrum licenses as follows:

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

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

MCOT Plc. has provided the digital terrestrial television broadcasting service via 2 channels, 9 MCOT HD and MCOT Family. Later, the broadcasting of MCOT Family Channel 14 was stopped on September 16, 2019 when the digital terrestrial television broadcasting service license in kids and families category (MCOT Family - No. 14) was returned to the NBTC in accordance with the Order of the National Council for Peace and Order, No. 4/2019 regarding Solution for the Television and Telecommunication Industries in Clause 10 prescribing that any digital terrestrial TV licensee who wishes to return the license must submit its written request to the Office of the NBTC.

At present, MCOT Plc. has provided the digital terrestrial television broadcasting service via only one

channel or MCOT HD Channel 30 in HD general category, which is the main business operation in relation to the program production for broadcasting, and broadcasting control for 24-hour broadcasting via the national digital terrestrial television network in 39 base stations and other additional stations for not less than 129 stations covering the service areas nationwide.

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

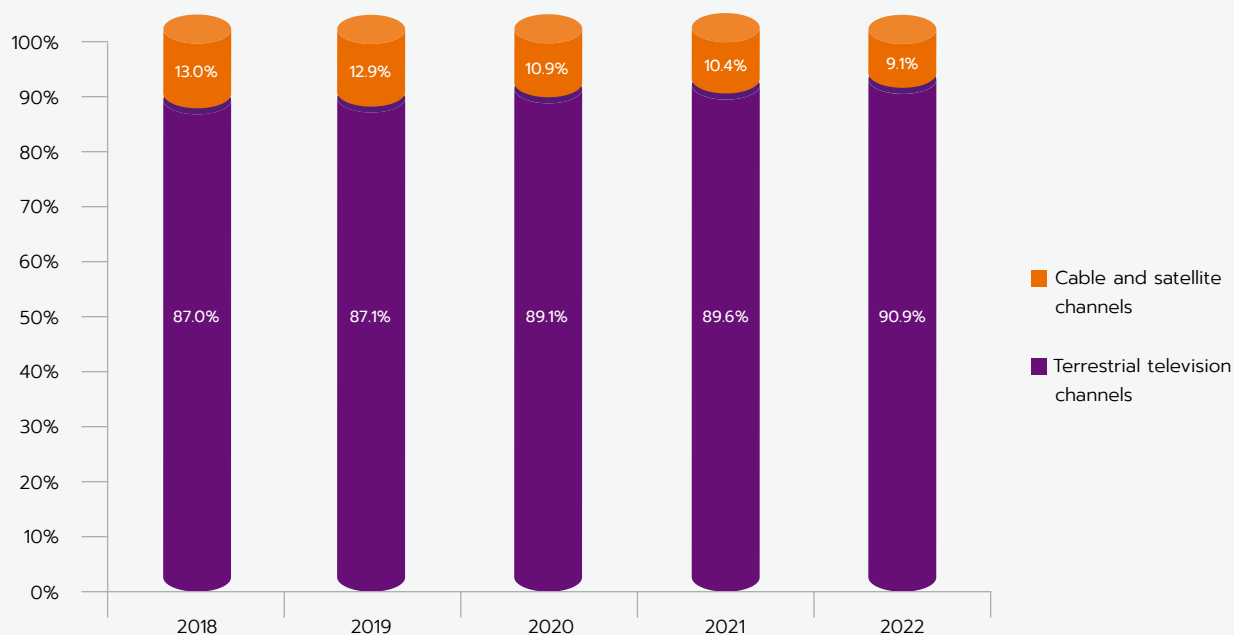
production by itself to enable to exercise its rights with the existing and new alliance, and to develop its revenues completely.

Marketing and Competition

The competition of the digital television business in 2023 is likely to be higher, either competition in content development to attract audiences, or competition in sales promotion to seize the advertising budget.

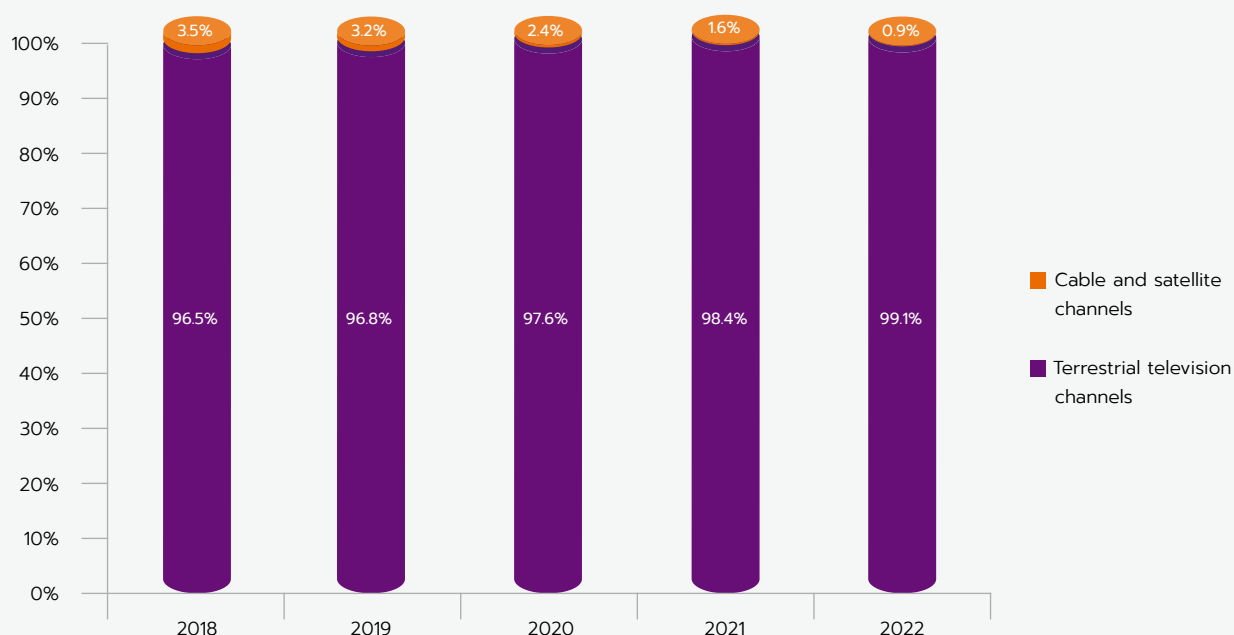
For the proportion of audiences in the television industry (terrestrial TV and cable and satellite), the proportion of audiences via terrestrial TV channel has gradually increased during 2018 - 2022 or an increase from 87.0% in 2018 to 90.9% in 2022. Meanwhile, the proportion of audiences via cable and satellite has remarkably declined from 13.0% in 2018 to 9.1% in 2022.

Audience Proportion



Source: AGB Nielsen Media Research (Thailand) Ltd.

Market share of audience television



Source: AGB Nielsen Media Research (Thailand) Ltd.

Regarding the market proportion of television industry (terrestrial TV and cable and satellite), that of the terrestrial TV has been continuously increasing. The market proportion of terrestrial TV channels increased from 96.5% in 2018 to 99.1% in 2022; meanwhile, the market proportion of cable and satellite channels continuously decreased from 3.5% in 2018 to 0.9% in 2022.

TV Program Structure of 9 MCOT HD Channel 30

MCOT Plc. puts emphasis on the program scheduling and program format based on the business policy, contents of the station, and corporate objectives. Program broadcast scheduling depends on particular audiences in each period. The main audiences of each program will be subject to specific features of each TV program. The Company always pays attention to the program content reliability, and channel creditability by presenting many news and informative, and edutainment programs. The Company still

focuses on the TV programs it has produced in order to control the program production, or to acquire the right of selling the advertisement in those programs completely, either SPOT or Tie-in.

In 2022, the broadcast schedule was presented in the theme of “Trusted Content and Platform” under 4 main strategies:

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

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

Moreover, in 2022, MCOT Plc. increased the proportion of news and situation report programs, which the audiences could watch all time, from 35.91% to 39.82%. Such programs were presented through several programs with unique identities such as 9 Morning News 9 Lunch News, Kui Kamong Bai Sam Mong, Rueang Plob Kum, 9 Evening News, Kub Kao 9, Kui Tam Kao, Saturday - Sunday Duo News, flesh news at early hours, Fang Hu Wai Hu, and Inside Thailand Exclusive, and so on.

The proportion of edutainment programs has decreased from 42.55% to 37.15%. They were replaced by some Chinese legend series such as Pao Boon Jin, Sai Ew, Mang Korn Yok, Krabi Yay Yudtachak, or other favorite series such as The Untamed, Oh! My Emperor, and many other films in NINE THEATER, etc.

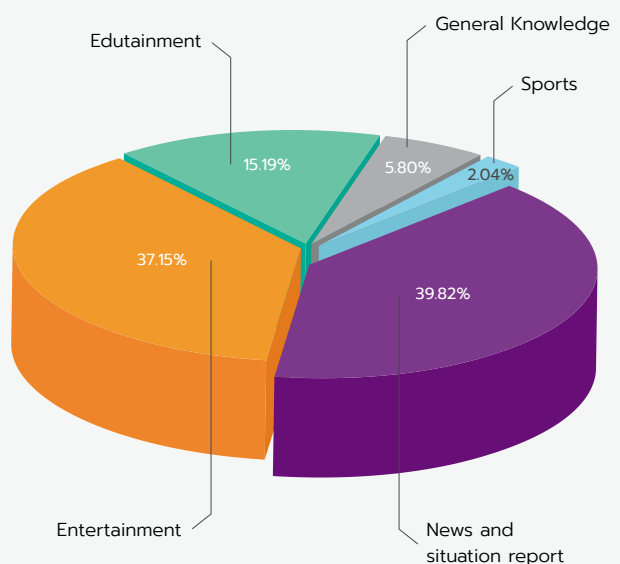
For general knowledge programs, the religious and cultural programs have been presented continuously, e.g., Muslim World, Saeng Dhamma, You Yen Pen Sook, Rak Kaew, Religious Heirs, Islam Life, Our Home, and Culture Builds Nation, etc. For the edutainment programs, many interesting documentaries around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

The proportion of sports programs increased from 1.77% to 2.04% as MCOT Plc. allocated airtime for live broadcasting of several sports events such as The World Cup 2022, AFF Mitsubishi Electric Cup, AFF Futsal Championship 2022 Thailand, and The 31st SEA Games, live broadcast of WGP#1 Water Jet World Cup 2022, WMC Kita Muaythai Championship 2022 - 9 Muay Thai, etc., which were greatly admired by the audiences.

Broadcast proportion classified by program type

- News and situation report	39.82%
- Entertainment	37.15%
- Edutainment	15.19%
- General Knowledge	5.80%
- Sports	2.04%

Broadcast proportion classified by program type

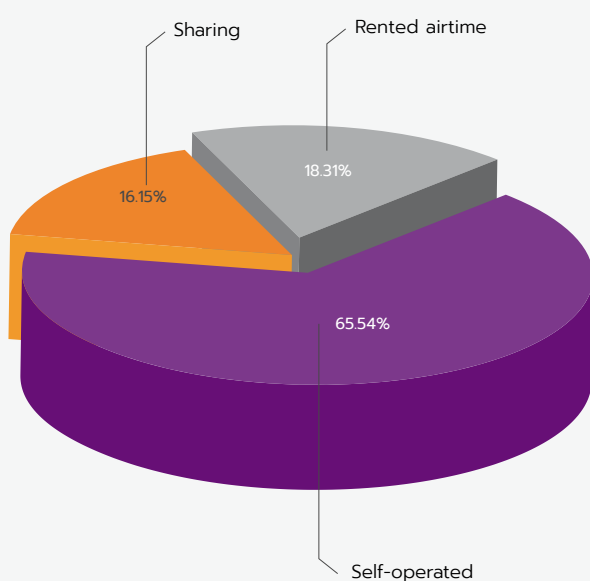


In 2022, the programs operated by MCOT Plc. itself slightly decreased from the year 2021 from 66.74% to 65.54% while the proportion of rented airtime programs decreased from 19.38% to 18.31%, and the sharing programs increased from 13.88% to 16.15%.

Average broadcast proportion by production format

- Self-operated	65.54%
- Sharing	16.15%
- Rented airtime	18.31%

Average broadcast proportion by production format



Supply of products or services of the television

business

All television programs broadcast in 2022 may be divided by production format into 3 following categories:

1. Television Station 9 MCOT HD, Channel 30

1.1 Program operated and supplied by the Company

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

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

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



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

Programs	Producers
1. Khon Thai Hua Jai Kaset	Farm Channel (Thailand) Co., Ltd.
2. Inside Thailand Exclusive	Up Link Co., Ltd.
3. Sap Today	Dream Team Network Co., Ltd.
4. Channel 9 Cartoon	Elf Co., Ltd. / Dream Express (DEX) Co., Ltd.
5. Rak Kaew Satsana Tayart	Paendin Dhamma Foundation / Wat Phra Ram 9 Kanchanaphisek
6. Khon Kon Khon	TV Burapa Co., Ltd.
7. Kob Nok Kala	TV Burapa Co., Ltd.
8. Jor Jai	JSL Global Media Co., Ltd. / Juvenile Co., Ltd.
9. Perspective	JSL Global Media Co., Ltd. / Black Dot Co., Ltd.
10. Kong Sod Pachara Mu	Lineage S Co., Ltd.
11. Song Kram Mic	Onesiam Funny First Co., Ltd.

1.3 Programs produced by persons or companies who rent the airtime

Programs	Producers
1. Culture Builds a Nation	WATTHANATHAMSANGCHAT Co., Ltd.
2. Pol Pak Nak Prung	HWM Co., Ltd.
3. Money Daily	Media Associated Co., Ltd.
4. Good Sports	You2 Network Co., Ltd.
5. Kila Samon Prajam Baan	Thai Media Fund
6. SOME ONE Nueng Nai Lai	Inspire Media Co., Ltd.
7. Energy Today	Home Market Guide (Thailand) Co., Ltd.
8. Thailand Today	Citizen Media Co., Ltd.
9. SMART	Avista PR Excellent Co., Ltd.
10. SPORTS NIGHT	Big Team Co., Ltd.
11. Super AI Engineer the Reality	Ahappener Co., Ltd.
12. Winner Game, Game Pichit Fun II	Taeniyom Co., Ltd.
13. The High Profile, Success Background	Munk Production Co., Ltd.
14. Or.Sor.Tor. ON TV	P2 Design and Print Co., Ltd.

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

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

Awards that the Television Agency has received from many institutions in 2022 (9 MCOT HD)

- Nattaraj Awards, No. 13 from Radio-Television Broadcasting Professional Federation - 3 awards including:

- Best News Scoop from Kinnaree Lighting Pole Scoop created by Khun Pariwat Buppasiri, reporter of The Thai News Agency

- Best Talk Show from Perspective program produced by JSL Global Media Co., Ltd. and Black Dot Co., Ltd.

- Best MC Award to Khun Suvikrom Amaranan from Perspective program

- Manee Mekhala Awards, No. 3, year 2022, from Association Correspondent Entertainment of Thai - 2 awards:

- Best TV Station for Entertainment News on 9 MCOT HD

- Best Entertainment Male MC, Khun Wasin Boonyakom from Tok Mun Bun Tueng program

2. The Thai News Agency

The Thai News Agency is the Company's center for the production, gathering, storage and dissemination of neutral, accurate, reliable and timely news and information delivered through different media platforms operated by MCOT Plc., including Modernine Television Station, 9 MCOT HD Channel 30, radio station network of MCOT Plc., electronic media via website, social media, cooperation, and news exchange with foreign news agencies and major media in the world.

The Thai News Agency (TNA) was established on June 16, 1977. It is the first news agency of Thailand, and deems the national news agency mainly in charge of producing, gathering, storing, and reporting news that are broadcast via radio, television, and digital media. The Thai News Agency always shares news with foreign alliances, and is a center of sharing

and presenting Thailand's news to many countries across the world.

The Thai News Agency adheres to the presentation of news under professional standards. Accurate and neutral news are always delivered based on the principle of mass media morality, and updated news reporting technologies. The Fact Checker Expert Center was also established as a center of checking facts in the online social media.

The Thai News Agency has provincial offices located in four regions: Central and Eastern News Center, Northern News Center at Chiang Mai Province, Northeastern News Center at Khon Kaen Province, and Southern News Center at Hat Yai District in Songkhla Province.

Nature of product or service and news service format in media

1. Television media News reporting programs produced by The Thai News Agency via live broadcast such as 9 MCOT HD, Channel 30. All news programs may be divided into: main news programs, e.g., 9 Morning News, Early-Hour News, 9 Lunch News, 9 Evening News whereas news bar would be presented in every news program; and other new programs, e.g., Rueang Plob Kum program, Saturday - Sunday Duo News program, Kui Tam Kao program, Kub Kao 9 program, Natee Long Thun program, Rueang Ngai Klai Tua.

2. Radio media

- To produce early-hour news programs for MCOT radio stations nationwide broadcast from 08.00 - 23.00 hrs.

- To produce news programs for FM 100.5 MHz Radio Station broadcast across the country, e.g.,

- Kao Tan Kao

broadcast every day from 07.30 - 08.00 hrs.

- Lunch Brief News

broadcast every day from 12.00 - 12.30 hrs.

- Krob Kueang Rueang Kao
broadcast every day from 18.25 - 19.00 hrs.

- To produce “Suan Aksorn” program for FM 100.5 MHz Radio Station, broadcast every day from 03.00 - 04.00 hrs. (produced and recorded on CD for prompt broadcasting, and, at the end of each year, these CDs would be delivered to Thailand Association of The Blind for Thai blind people), which is a CSR activity of The Thai News Agency.

3. Digital media e.g., website, social media; Facebook, YouTube, Line, Instagram, Twitter, and TikTok. Apart from the news presentation, The Thai News Agency also produces the programs specifically tailored by customers' demand to generate the business revenues.

Competition of The Thai News Agency

The Thai News Agency has confronted intense competition in the mass media industry due to the transformation of broadcasting system from analogue to digital since July 2014 while media consumers have changed their behaviors when they have more alternative media platforms, which are quick and diverse. The advertising budget in the television media is more disperse, so the competition becomes tougher.

Marketing Strategy of Thai News Agency

The severe competition in the mass media business causes fighting for audiences and limited advertising budget. Therefore, The Thai News Agency must strengthen its advantages by focusing on different, deep and wide, and timely contents to access to consumers more. The social media has been also utilized to interact and satisfy the audiences, and to be consistent with the Company's cross media strategy. The core operating strategy includes:

- Creation of reliable news content
- Differentiated, deep, and timely value strategy by selecting news contents in new and all-around viewpoints

- Creativity strategy for news scoops and photos in different perspectives by using new shooting devices, e.g., Cosmo Camera, Action Camera or GoPro Camera for underwater photo shooting for not more than 3-meter depth, and for aerial photography. Drone photography gives the high angle view that is different and beautiful. At present, The Thai News Agency has drones at every main news center and central base. DSLR is the digital still camera that is capable of panning shot with depth of field from focal length. These devices are to support the production service provided for the government sector and private sector demanding photos different from general video cameras. The Thai News Agency also has other devices for live reporting via 4G HD signal equipped at every main news center, which will be used to report any emergency events as these devices are small, moved conveniently, and cost-saving in working.

- News personnel building strategy to make them capable of remarkably producing and presenting news programs through training and sharing their experience with other foreign news agencies. This helps increase the personnel efficiency, and administrate the cost of using the OB vans of The Thai News Agency for live news reporting outside the station in order to expand the audience base, and to increase revenues for 9 MCOT HD channel.

- Integrated cross media strategy by integrating both content and advertising budget. This would benefit the audiences and listeners who would receive a variety of contents while the advertising agencies will be able to design their advertising budget with MCOT Plc. more flexibly, and to match the target groups precisely.

- Media use strategy by publicizing the programs and program activities through various media operated by MCOT Plc., including television, radio, website, social media, and external public relations media.

- Digital media strategy by adding different, diverse, and timely contents broadcast via online media.

Supply of Products or Services by Thai News

Agency

MCOT Plc. places the policy requiring The Thai News Agency to balance its presentation of both local and foreign news, which may be general news, news documentary, interviewing persons related to any news in question, live news report, and special report. Foreign news of The Thai News Agency comes from several leading news agencies internationally accepted so that many movements and events arising out around the world under public attention would be disseminated via television media and digital media. The Thai News Agency also sells the news photos, either past or present, to fulfill the demands of target groups, either customers or general people.

Relationship between Thai News Agency and

Foreign Media, divided into 2 types:

1. Business relation. The Thai News Agency has made the copyrighted news purchase contract for news produced by 3 major foreign news agencies; namely, Reuters News Agency, AP News Agency (television news + text news), and AFP News Agency (text only).

2. Cooperative relation. The Thai News Agency has collaborated with several foreign media organizations at the bilateral level or organization to organization (only two parties), and at the multilateral level (several members in the same network).

2.1 Bilateral collaboration. The Thai News Agency signed the MOU for bilateral collaboration with foreign media organizations like NHK of Japan, Xinhua of China, VTV of Vietnam, Antara of Indonesia, and TVK of Cambodia, etc. Such collaboration is in forms of information sharing, visit and meeting between executives, and facilitating the news working team for each other whenever either party wants any support in news reporting.

2.2 Multilateral collaboration. The Thai News Agency is the member of 2 news networks for news sharing; namely, The Organization of Asia-Pacific News Agency (OANA) where some UNESCO members jointly established the OANA in 1961 to share information between members. At present, OANA has 44 members from 35 countries that are news agencies or news units. The Thai News Agency (TNA) is the only one member from Thailand. The OANA members usually share news together whereas each member permits other members to utilize any news presented via website. The Thai News Agency has translated Thai news to be sent to the OANA for long. In each day, TNA would select some interesting news from OANA members to be broadcast in English in the early-hour news via MET 107 Radio Station, and some news are translated into Thai to be broadcast via media of the Thai News Agency, especially on website.

3. NineEntertain

Nature of Products and Services of Nine Entertain and Tok Mon Bun Thoeng

NineEntertain program came from the production of entertainment news program in the name of "NineEntertain", first broadcast in the news night program on Modernine TV Station at 22.00 hr. on November 5, 2002 for 5 minutes per day. Later, since September 1, 2003, the airtime has been increased for "NineEntertain" program to be broadcast for 30 minutes a day at 11.30 - 12.00 hrs.

Three Programs Broadcast via 9 MCOT HD Channel 30 were:

Program	Airtime Period
NineEntertain	Broadcast on Monday - Friday at 11.04 - 11.30 hrs.
NineEntertain Night Life	Broadcast on Monday - Friday at 20.30 - 20.45 hrs.
	Broadcast on Saturday - Sunday at 20.30 - 20.40 hrs.
Tok Mon Bun Thoeng	Broadcast on Monday - Friday at 16.00 - 16.45 hrs.

Online Media Business

Under the changing world circumstances and more accessible technologies along with consumers' changing behaviors, the business unit of NineEntertain has expanded the entertainment news by presenting some entertainment news and some contents of this program broadcast via television via other online media. Up to now, the operations of NineEntertain are as follows:

Online Media (information as of December 2021)	FOLLOWER/ SUBSCRIBERS	LIKE	PAGEVIEW
www.nineentertain.tv			12,623,137
www.facebook.com/9entertain	5,521,598	4,516,357	2,471,188
www.youtube.com/nineentertain	2,430,047		166,609,804
Instagram	496,947		
TikTok	917,410		
Twitter	92,500		

Supply of Products or Services

NineEntertain and Tok Mon Bun Thoeng present the entertainment contents regardless of house or supervision of singers, performers, and local and foreign celebrities.

In 2021, NineEntertain became more active, and initiated a new product, that is, "Ded Duang" program broadcast via online platform. This program received a warm welcome, and broadcast via television.

Copyright in Broadcast Programs

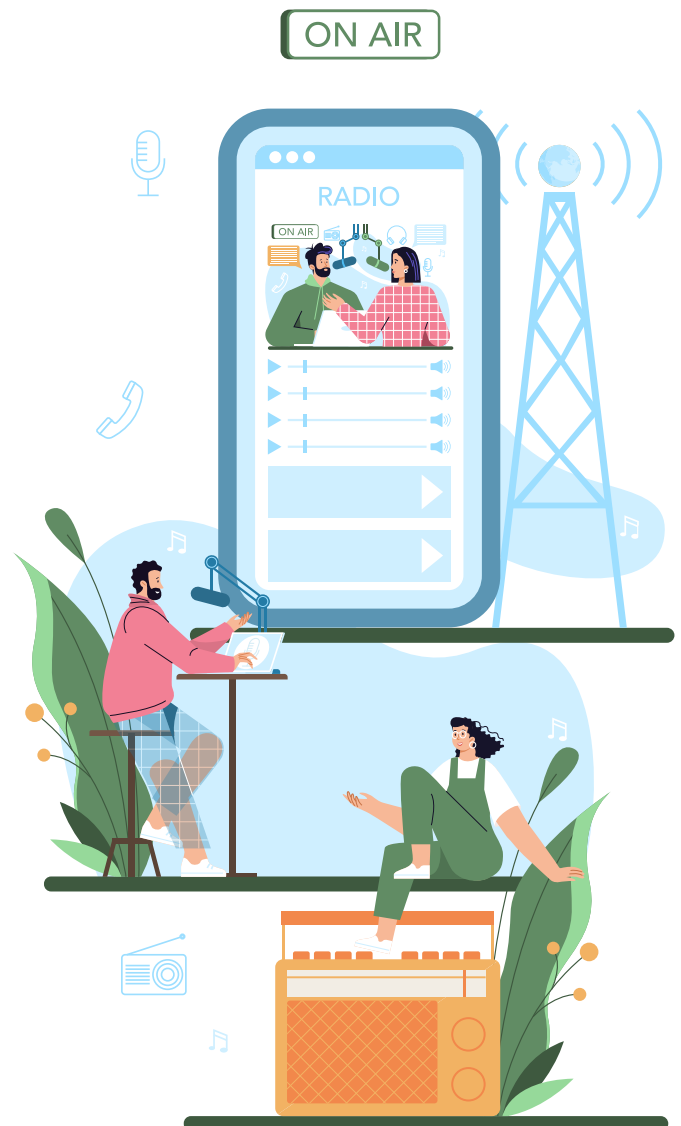
NineEntertain and Tok Mon Bun Thoeng are two programs produced by MCOT Plc., so the program copyrights are belonged to MCOT Plc., except any shooting in which the contents deal with the musical show, concert, or any other activities with some insert songs, the rights in such musical works will belong to the work creators. The copyright of foreign entertainment news photos from AP and Reuters are broadcast via television under the contract term; they cannot be broadcast via online media.

Radio Business

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

MCOT Plc. has operated the radio business by itself, which includes the production, marketing, and management of broadcasting various programs containing various formats of information and entertainment under the name of “MCOT Radio Network: Modern Network, New Pace of Wisdom-based Creative Society”. The Company’s radio network aims to improve the knowledge and quality of life of general people, and for public interest and local people. The radio network covers and accesses to listeners at all ages and genders in every target group. Based on the image of modernized radio stations, every program of MCOT radio stations can be listened via radio and other channels for listeners in the country and on abroad. Either live programs or recorded

programs of each station can be selected via internet at www.mcot.net, and via the application installed on the smart mobile phone. These radio programs are also integrated with the social network communication channels, e.g., YouTube, Facebook, Line, Instagram, TikTok etc.



Nature of Products or Services and Radio Network Stations

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

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

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

Program Structure of Radio Business

● Central Radio Stations

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

- FM 95 MHz “LTM FM 95 MHz Look Thung Maha Nakorn”: The station presents Thai country music in a new light, feeding a variety of knowledge and contents. The station was ranked No. 1 most popular radio station across the whole range of target groups for all ages and genders. The programs are presented by new-gen program hosts, well-recognized program hosts, national artists, senior music master, singers, and general people, who are modern, informative, warm, and close to listeners. The service areas extend from Bangkok and suburban areas to

other provinces around the country via satellite broadcast to MCOT provincial radio networks nationwide. From constant operational improvements in terms of program and presentation formats and marketing activity designs to raise the station’s popularity and maintain target audience base, this station has been ranked No. 1 of top 40 popular radio stations in Bangkok.

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

- FM 99.0 MHz “Active Radio” Thailand Strong Station: Under a concept of promoting physical and mental well-being and supporting the power of wisdom and harmony, this station delivers contents about

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

- FM 100.5 MHz “MCOT News FM 100.5”:

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

● **FM 107 MHz “MET 107”:** An international music station broadcasting newly released and hot hit music in conjunction with hip and trendy lifestyles

under the slogan, “For Life and Music”. The contents are presented in both Thai and English languages. It also broadcasts news contents from several global news agencies like BBC.

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

- FM 95 MHz “LTM FM 95 MHz

Look Thung Maha Nakorn”

Monday - Sunday at 00.00 - 07.00 hrs.

(Look Thung Maha
Nakorn Super Station)

Monday - Sunday at 19.30 - 20.00 hrs.

(Maha Nakorn News
Maha Nakorn All Around)

Monday - Friday at 22.00 - 00.00 hrs.

(Look Thung Maha
Nakorn Super Station)

Saturday - Sunday at 22.00 - 00.00 hrs.

(Weekend special hits)

- FM 96.5 MHz “Kluen Kam Kid”

Monday - Sunday at 12.30 - 13.00 hrs.

(Thinking Network)

- FM 99 MHz “Active Radio Strong Thailand”

Monday - Friday at 20.00 - 21.00 hrs.

(Sports Variety)

Monday - Friday at 21.00 - 22.00 hrs.

(Jor Sanam Ball Thai)

Saturday - Sunday at 20.00 - 22.00 hrs.

(Soccer Live Report)

- FM 100.5 MHz “MCOT News FM 100.5”

Monday - Sunday at 07.00 - 07.30 hrs.

(Good Morning ASEAN)

Monday - Sunday at 07.30 - 08.00 hrs.

(Kao Tan Kao)

Monday - Sunday at 12.00 - 12.30 hrs.

(Thieng Wan Tan Kao)

Sunday	at 13.00 - 14.00 hrs. (Kaset Tua Thai)
Monday - Sunday	at 18.01 - 19.00 hrs. (Krob Kruang Ruang Kao)
Monday - Friday	at 19.00 - 19.30 hrs. (2 Moom Kao)
Saturday	at 19.00 - 19.30 hrs. (Around Thai - ASEAN)
Sunday	at 19.00 - 19.30 hrs. (News Direction)
Monday - Sunday	at 20.00 - 20.03 hrs. (Royal News)

Early-hour news are broadcast everyday for 13 breaks, 8 minutes per each, and Koh Tid Kao at the mid of each hour on Monday - Saturday for 8 breaks, and on Sunday for 7 period in 5 minutes per each.

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

● MCOT Provincial Radio Stations

MCOT Plc. defines that the provincial radio stations will be local radio stations of each province where the program production and presentation format are based on public and local interest. Each program must contain both knowledge and entertainment (edutainment), and allows public participation. The programs may be categorized into 4 as follows:

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

2. National Network Programs:

- 07.00 - 07.30 hrs. - Good Morning ASEAN program, which receives the network signal from FM 100.5
- 07.30 - 08.00 hrs. - Kao Tan Kao program, which receives the network signal from FM 100.5
- 12.00 - 12.30 hrs. - Thieng Wan Tan Kao program, which receives the network signal from FM 100.5
- 18.05 - 18.45 hrs. - Krob Kruang Ruang Kao program, which receives the network signal from FM 100.5
- 19.00 - 19.30 hrs - Song Moom Kao program, which receives the network signal from FM 100.5
- 20.00 - 20.03 hrs. - Royal news, which receives the network signal from FM 100.5

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

3. Nationwide programs: A radio production project for simultaneous broadcasting nationwide to connect listeners around the country with various sources of news and information promptly and seamlessly. Four central host stations, which included FM 95 MHz “Look Thung Maha Nakorn”, FM 96.5 MHz “Kluen Kwam Kid”, FM 99 MHz “Active Radio”, and FM 100.5 MHz “MCOT News Network”, to deliver the programs, news, contents, and entertainment issues through the satellite to all 41 radio stations of MCOT Plc. There is also the collaboration with FM 100.5 MHz to produce Kaset Tua Thai program broadcast on Sundays from 13.00 - 14.00 hrs.

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

- 1) Northern Radio Administration Center
 - “Ton Kla Kwam Kid” program
- 2) Northeastern Radio Administration Center
 - “Tuk Ruang Muang Isan” program
- 3) Southern Radio Administration Center
 - “Bok Kao Yaowaroon” program
 - “Dan Din Thin Tai” program

Competition of Radio Stations

Overview of Radio Stations

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

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

Competition

● Central MCOT Radio Stations

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

- MCOT Plc., administrating 6 radio frequencies in Bangkok
- ATime Media Plc., administrating 2 radio frequencies in Bangkok
- Looktung Network Co., Ltd., administrating 2 radio frequencies in Bangkok
- Tero Radio Co., Ltd., administrating 1 radio frequency in Bangkok

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

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

shifted by revising the marketing strategy to be more flexible, and to respond to customers' demand more.

● MCOT Provincial Radio Stations

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

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

However, MCOT Plc. has determination, and accelerates the development of its radio operation for survival among any changes to be occurred in the future in respect with politics, economy, society, law while the radio advertising industry has been likely to decline continuously.

Marketing Strategy of Radio Business

- To improve program contents, formats and positioning of radio stations, either central or provincial radio stations. These programs are presented outstandingly and differently in each airtime period.

- To emphasize the MCOT Radio Network (MRN) brand by adding service channels to cover all platforms on air (radio, satellite), online (Internet, mobile phone), and communications via social network, website, and SMS, as well as other online communities, e.g., Facebook, Twitter, Line, Instagram, Podcast, YouTube, and TikTok etc. for any distinguished programs of each station.

- To arouse the station popularity through the regular arrangement of special marketing promotion activities; and to add channels of publicizing the programs and activities of each station through MCOT's media.

- To carry out the proactive marketing activities: Three On: On Air, Online, On Ground to generate more revenues. This is to respond to customers' particular demand (tailor-made concept), and to arrange other special activities apart from normal marketing promotion ones.

- To host programs, and offer the special sales package during festivals and important days.

- To add the cross-selling marketing when selling the advertising time of MCOT's central radio stations.

- To synergize more marketing power of central and provincial radio stations and other media of MCOT Plc.

- To add the presentation channel in the form of Facebook Live.

Supply of Products or Services of Radio

Business

● Supply of Programs by MCOT's Central Radio Stations

The central radio stations of MCOT Plc. have produced and presented the radio programs by themselves. They are presented by program hosts with long experience and skills in program hosting. These hosts may be the Company's employees or

other external programs who are the well-known, popular, and widely favored experts. These program hosts will rotate to produce and present various program formats based on the target listeners' demand and favor in each station. The production has been regularly improved to fulfill and respond to the target listeners. Besides, the Company joins hands with the alliances to deliver the information to listeners in forms of program production or online special interview in every platform.

● **Supply of Programs by MCOT's Provincial Radio Stations**

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

Joint Operating Radio Stations

FM 105.5 MHz "Easy FM" MCOT Plc. and Tero Radio Co., Ltd. made the Joint Operating Agreement for the production of radio programs at FM 105.50 MHz up to March 31, 2022.

Awards given by several institutions to radio stations in 2022

MCOT's central radio stations

1. FM 100.5 MHz "Kluen Kao MCOT News FM 100.5"

- The 13th Nataraj Awards, Year 2022 for Best News and Informative Program, and Best News and Informative Program Host.

- Safe and Creative Media Award for radio media to "Good Morning ASEAN"

2. FM 96.5 MHz "Kluen Kwam Kid"

- Prachabodi Award, Type of Creative Media and Radio Broadcasting, Year 2021 to "Hong Rub Khaek" program

- Safe and Creative Media Award for radio media to "Bok Lao 965" program

3. MCOT's provincial radio stations

3.1 Honorable certificate to honor the moral mass media, Uttaradit Province, Year 2022

MCOT Radio Station, Uttaradit Province by Miss Jureeporn Santa, Acting MCOT Station Master, Uttaradit Province, and Miss Wasana Wongwien, program host.

3.2 Nopchanok Award for Best Mass Media of the Society, Year 2022 by Organization Council for Cultural Conservation by Child and Aged Support, Good People Project Committee, MCOT Radio Station, Satun Province, by Mr. Patipol Ayrajthanarak, senior program host.

Network Business

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

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

New Business

Satellite-based TV business in C-band system

MCOT Plc. manages the satellite television channel in C-band system by providing the broadcast service to several leading television channel producers; for example, service of transmitting Thaicom satellite television channel in C-band frequency. MCOT Plc. also uses Thaicom satellite television channel in C-band frequency, which still remains after the broadcast of Modernine TV station, to provide the service of transmitting the satellite television channels for other satellite television channel operators in the Free To Air type. The satellite radian covers more than 120 countries around the world whereas the service areas include 4 continents; namely, Asia, Europe, Australia, and Africa (except America).

Nature of Products or Services

Terrestrial Television Broadcasting Network and Facility Services

The television broadcasting network and facility services are to provide the service of connecting the devices to transmit or transfer sound or pictures in delivering the public news or programs from the station whereas the transmission media may be the wire, frequency, light, electromagnetic wave, or other media.

The network operated by Modernine TV station is under the regulations of the Office of the National Broadcasting and Telecommunications Commission (NBTC). The NBTC in the Meeting, No. 7/2013 regarding the necessity of using spectrum, and period of possessing spectrum by MCOT Plc. (Modernine

Television Station Channel 9) resolved to deliberate the period of possessing spectrum for the operation of television business in accordance with Section 74 of the Broadcasting and Television Business Act B.E. 2551 by returning the spectrum under Section 83, paragraph 3 of the Act on the Organization to Assign Radio frequency and to Regulate the Broadcasting and Telecommunications Services B.E. 2553 within 5 years (2018) upon the date the Office of the NBTC resolved to approve the return of spectrum. In this regard, MCOT Plc. has stopped the operation of Modernine television station network in the analogue system since the mid of 2018.

Digital Terrestrial Television Broadcasting Network and Facility Services, National Business Category

The National Broadcasting and Telecommunications Commission (NBTC), in the meeting on June 17, 2013, resolved to approve MCOT Plc. as 1 of 4 network operators to receive the broadcasting or television business license to provide the digital terrestrial television broadcasting network and facility services, national business category for a period of 15 years, from June 17, 2013 – June 16, 2028. At present, there are 4 operators in total, comprising The Royal Thai Army Radio and Television Station Channel 5 for 2 MUX, Thai Public Broadcasting Service (Thai PBS), The Public Relations Department, and MCOT Plc. whereas each operator was granted to right to provide the network service for 1 MUX, or in the total of 5 MUX. The NBTC issued the television broadcasting facility services license to MCOT Plc. on November 18, 2013.

Such licensing has enlarged the business opportunities of MCOT Plc. to provide the integrated digital television business, which deems another channel of generating the revenues. The digital terrestrial

television broadcasting service of MCOT Plc. was first provided on April, 2014 in Bangkok and vicinity. MCOT Plc. accelerated to provide the service of connecting the transmitters to transfer sound and picture signal used to deliver the public information or programs from the TV station to the electromagnetic receivers. This service is in the form of multiplex operators that have the duties of gathering program channels of several operators together, and of disseminating the national digital terrestrial television signal to the audiences' television sets for the public maximum interest in respect with education, culture, state security, content and entertainment, and other public interest.

The digital terrestrial television broadcasting facility services provided by MCOT Plc. are able to provide 6 standard-definition (SD) digital television channels and another 2 high-definition digital television channels. The number of channels and service fee may

be revised if the operators request for the HD service.

The target customers of MCOT Plc. include:

- Digital terrestrial television business operators, business service category
- Digital terrestrial television business operators, public service category
- Digital terrestrial television business operators, community service category

MCOT Plc. has expanded the digital terrestrial television broadcasting network by installing the network and facilities in 39 main stations and 129 additional stations as listed below to cover over 95.1 percent of households since June 15, 2017 in accordance with the requirement of the NBTC so that the general people could watch through the television with DBV-T2 in the built-in tuner, and through the set top box.

Service Schedule	Station	Operating Performance	Note
1 April 2014	Bangkok	Broadcast on March 2, 2014	Service provision covered 50 percent of total households nationwide.
	Chiang Mai	Broadcast on March 29, 2014	
	Songkhla	Broadcast on April 3, 2014	
	Nakhon Ratchasima	Broadcast on April 4, 2014	
1 May 2014	Surat Thani	Broadcast on May 8, 2014	
	Rayong	Broadcast on May 28, 2014	
	Ubon Ratchathani	Broadcast on August 30, 2014	
1 June 2014	Sukhothai	Broadcast on June 1, 2014	
	Khon Kaen	Broadcast on July 4, 2014	
	Hua Hin (additional station)	Broadcast on July 10, 2014	
	Udon Thani	Broadcast on August 31, 2014	
	Sing Buri	Broadcast on September 2, 2014	

Service Schedule	Station	Operating Performance	Note
1 August 2014	Nakhon Sawan	Broadcast on October 17, 2014	Service provision covered 80 percent of total households nationwide.
	Chiang Rai	Broadcast on October 30, 2014	
	Roi Et	Broadcast on November 8, 2014	
	Sa Kaeo	Broadcast on November 12, 2014	
1 October 2014	Phuket	Broadcast on January 22, 2015	
	Nakhon Si Thammarat	Broadcast on January 24, 2015	
	Trang	Broadcast on February 5, 2015	
	Surin	Broadcast on February 5, 2015	
1 December 2014	Prachuap Khiri Khan	Broadcast on December 5, 2014	
	Lampang	Broadcast on February 4, 2015	
	Nan	Broadcast on February 4, 2015	
	Sakon Nakhon	Broadcast on February 5, 2015	
	Phetchabun	Broadcast on February 5, 2015	
1 February 2015	Mukdahan	Broadcast on February 14, 2015	
	Trat	Broadcast on March 4, 2015	
	Tak	Broadcast on March 4, 2015	
	Kanchanaburi	Broadcast on March 4, 2015	
	Chumphon	Broadcast on March 6, 2015	
1 April 2015	Loei	Broadcast on February 16, 2015	
	Chaiyaphum	Broadcast on March 4, 2015	
	Mae Hong Son	Broadcast on March 29, 2015	
	Phrae	Broadcast on April 9, 2015	
	Ranong	Broadcast on April 24, 2015	
1 June 2015	Yala	Broadcast on March 27, 2015	
	Satun	Broadcast on June 3, 2015	
	Bueng Kan	Broadcast on June 30, 2015	
	Si Sa Ket	Broadcast on June 30, 2015	
	Uttaradit	Broadcast on June 3, 2015	

Service Schedule	Station	Operating Performance	Note
15 June 2015	Thung Song (Kao Dao) Nakhon Si Thammarat	Broadcast on June 22, 2015	
	Kao Yai Thieng Nakhon Ratchasima	Broadcast on July 22, 2015	
	Payao (Mueang)	Broadcast on July 21, 2015	
	Wang Kan (Dan Chang 2) Suphan Buri	Broadcast on July 22, 2015	
	Buri Ram	Broadcast on July 26, 2015	
	Chum Phae, Khon Kaen	Broadcast on July 26, 2015	
	Chum Phuang, Nakhon Ratchasima	Broadcast on July 26, 2015	
1 December 2015	Pai, Mae Hong Son	Broadcast on November 24, 2015	Service provision covered 90 percent of total households nationwide.
	Chai Prakan, Chiang Mai	Broadcast on November 28, 2015	
	Su-ngai Padi, Narathiwat	Broadcast on November 28, 2015	
	Prachin Buri (Phrom Yothi Campus)	Broadcast on November 29, 2015	
	Thoen, Lampang	Broadcast on November 29, 2015	
	Kao Pom, Koh Samui, Surat Thani	Broadcast on November 29, 2015	
	Saraburi (Royal Thai Army Cavalry Center)	Broadcast on November 29, 2015	
	Thap Sakae, Prachuap Khiri Khan	Broadcast on November 30, 2015	
1 February 2016	Phu Hin Kan (Mukdahan)	Broadcast on January 27, 2016	
	Kao Chalak, Chon Buri	Broadcast on January 28, 2016	
	Pattaya, Chon Buri	Broadcast on January 28, 2016	
	Betong, Yala	Broadcast on January 28, 2016	
	Takua Pa, Phang-nga	Broadcast on January 29, 2016	
	Nong Bua Daeng, Chaiyaphum	Broadcast on January 30, 2016	
	Muak Lek, Saraburi	Broadcast on January 31, 2016	
	Mae Sariang, Mae Hong Son	Broadcast on January 31, 2016	

Service Schedule	Station	Operating Performance	Note
1 June 2016	Mae Hong Son (Kao Huay Nang Pu)	Broadcast on May 21, 2016	Service provision covered 90 percent of total households nationwide.
	Payao (Baan Rai Na Diew)	Broadcast on May 23, 2016	
	Chiang Dao, Chiang Mai (Kao Huay Hin Fon)	Broadcast on May 23, 2016	
	Phu Sing, Kalasin	Broadcast on May 24, 2016	
	Phichit	Broadcast on May 25, 2016	
	Wichian Buri, Phetchabun	Broadcast on May 26, 2016	
	Phetchaburi	Broadcast on May 26, 2016	
	Lang Suan, Chumphon	Broadcast on May 28, 2016	
	Nakhon Phanom	Broadcast on May 28, 2016	
	Yasothon	Broadcast on May 28, 2016	
	Suphan Buri	Broadcast on May 29, 2016	
	Ta Sae, Chumphon	Broadcast on May 29, 2016	
	Amnat Charoen	Broadcast on May 29, 2016	
	Mae Sod, Tak	Broadcast on May 29, 2016	
	Phang-nga	Broadcast on May 29, 2016	
	Krabi	Broadcast on May 29, 2016	
	Nong Bua Lam Phu	Broadcast on May 30, 2016	
	Kamphaeng Phet	Broadcast on May 30, 2016	
	Narathiwat	Broadcast on May 31, 2016	
	Phon, Khon Kaen	Broadcast on May 31, 2016	
	Chiang Klang, Nan (Doi Hin Kaew) / Pua	Broadcast on May 31, 2016	
1 February 2017	Kantharalak, Si Sa Ket	Broadcast on January 28, 2017	Service provision covered 95.1 percent of total households nationwide.
	Li, Lamphun	Broadcast on January 29, 2017	
	Wiang Haeng, Chiang Mai	Broadcast on January 30, 2017	
	Chiang Khong, Chiang Rai	Broadcast on January 30, 2017	
	Samut Songkhram	Broadcast on February 1, 2017	
	Phrao, Chiang Mai	Broadcast on February 1, 2017	

Service Schedule	Station	Operating Performance	Note
1 February 2017	Lom Sak, Phetchabun	Broadcast on January 30, 2017	Service provision covered 95.1 percent of total households nationwide.
	Khok Charoen, Lop Buri	Broadcast on January 30, 2017	
	Nam Som, Udon Thani	Broadcast on January 30, 2017	
	Khiri Rat Nikhom, Surat Thani	Broadcast on January 31, 2017	
	Phanom, Surat Thani (Tub Christ)	Broadcast on February 1, 2017	
	Mae Suai, Chiang Rai (Doi Mon Pa Koi)	Broadcast on February 1, 2017	
1 June 2017	Chom Bueng, Ratchaburi	Broadcast on April 1, 2017	
	Sai Yok, Kanchanaburi (Kao Pa Ham)	Broadcast on April 1, 2017	
	Ta Phraya, Sa Kaeo	Broadcast on April 1, 2017	
	Phop Phra, Tak	Broadcast on May 28, 2017	
	Pong Nam Ron, Chanthaburi	Broadcast on May 30, 2017	
	Nong Bua Daeng 2, Chaiyaphum	Broadcast on May 30, 2017	
	Wang Nua, Lampang	Broadcast on May 30, 2017	
	Wang Chin, Phrae	Broadcast on May 30, 2017	
	Khlong Lan, Kamphaeng Phet	Broadcast on May 30, 2017	
	Bo Thong, Chon Buri	Broadcast on May 30, 2017	
	Buntharik, Ubon Ratchathani	Broadcast on May 31, 2017	
	Nam Yuen, Ubon Ratchathani	Broadcast on May 31, 2017	
	Kaeng Khro, Chaiyaphum (Phu Pa Daeng)	Broadcast on May 31, 2017	
	Nakhon Thai, Phitsanulok (Kao Huay Hin Lad)	Broadcast on May 31, 2017	
	Talang, Phuket	Broadcast on May 31, 2017	
	Doi Tao, Chiang Mai	Broadcast on May 31, 2017	
	Wieng Pa Pao, Chiang Rai	Broadcast on May 31, 2017	
	Lan Sak, Uthai Thani	Broadcast on June 31, 2017	

Service Schedule	Station	Operating Performance	Note
15 June 2017	Chanthaburi	Broadcast on May 20, 2017	Service provision covered 95.1 percent of total households nationwide.
	Kaeng Hang Maeo, Chanthaburi	Broadcast on June 9, 2017	
	Pong, Phayao	Broadcast on June 12, 2017	
	Chiang Muan, Phayao	Broadcast on June 12, 2017	
	Pho Sai, Ubon Ratchathani	Broadcast on June 12, 2017	
	Nong Hin, Loei	Broadcast on June 12, 2017	
	Koh Pa-ngan, Surat Thani	Broadcast on June 12, 2017	
	Kao Dad Fa, Nakhon Si Thammarat	Broadcast on June 12, 2017	
	Baan Kamala, Phuket	Broadcast on June 12, 2017	
	Phu Wieng, Khon Kaen	Broadcast on June 12, 2017	
	Thong Pha Phum, Kanchanaburi	Broadcast on June 13, 2017	
	Plai Phraya, Krabi	Broadcast on June 13, 2017	
	Nong Prue, Kanchanaburi	Broadcast on June 13, 2017	
	Dan Chang, Suphan Buri	Broadcast on June 13, 2017	
	Kao Salad Dai, Wang Nam Khiao, Nakhon Ratchasima	Broadcast on June 13, 2017	
	Thep Sathit, Chaiyaphum	Broadcast on June 13, 2017	
	Nang Rong, Buri Rum	Broadcast on June 13, 2017	
	Samoeng, Chiang Mai	Broadcast on June 13, 2017	
	Mae Fah Luang, Chiang Rai	Broadcast on June 13, 2017	
	Wiang Kaen, Chiang Rai	Broadcast on June 13, 2017	
	Phu Sang, Phayao	Broadcast on June 13, 2017	
	Chon Dan, Phetchabun	Broadcast on June 13, 2017	
	Ka Ron, Phuket	Broadcast on June 13, 2017	
	Pa Tong, Phuket	Broadcast on June 13, 2017	
	Phato, Chumphon	Broadcast on June 13, 2017	
	Khura Buri, Phang-nga	Broadcast on June 13, 2017	
	Chiang Klom, Loei	Broadcast on June 14, 2017	

Service Schedule	Station	Operating Performance	Note
15 June 2017	Dong Luang, Mukdahan	Broadcast on June 14, 2017	Service provision covered 95.1 percent of total households nationwide.
	Kao Wong, Lop Buri	Broadcast on June 14, 2017	
	Phakdi Chumphon, Chaiyaphum	Broadcast on June 14, 2017	
	Phak Nam Pran, Prachuap Khiri Khan	Broadcast on June 14, 2017	
	Pathum Ratchawongsa, Amnat Charoen	Broadcast on June 14, 2017	
	Mae Chaem, Chiang Mai	Broadcast on June 14, 2017	
	Mae Ai, Chiang Mai	Broadcast on June 14, 2017	
	Ngao, Lampang	Broadcast on June 14, 2017	
	Nam Pat, Uttaradit	Broadcast on June 14, 2017	
	Tha Song Yang, Tak	Broadcast on June 14, 2017	
	Sawi, Chumphon	Broadcast on June 14, 2017	
	Kra Buri, Ranong	Broadcast on June 14, 2017	
	Thung Ma Prao, Phang-nga	Broadcast on June 14, 2017	
	Kao Ku Ha, Songkhla	Broadcast on June 14, 2017	
	Kao Laem Hin Chang, Phang-nga	Broadcast on June 14, 2017	
	Ban Phaeng, Nakhon Phanom	Broadcast on June 15, 2017	
	Tha Takiap, Chachoengsao	Broadcast on June 15, 2017	
	Sangkhla Buri, Kanchanaburi	Broadcast on June 15, 2017	
	Chai Badan, Lop Buri	Broadcast on June 15, 2017	
	Thepha, Songkhla	Broadcast on June 15, 2017	
	Na Thawi, Songkhla	Broadcast on June 15, 2017	
	Khao Kho, Phetchabun	Broadcast on June 15, 2017	
	Wiang Sa, Surat Thani	Broadcast on June 15, 2017	
	Palian, Trang	Broadcast on June 15, 2017	
	Kapoe, Ranong	Broadcast on June 15, 2017	
	Panare, Pattani	Broadcast on June 15, 2017	
	Mueang Yala, Yala	Broadcast on June 15, 2017	

MCOT Plc. has provided the national digital terrestrial television broadcasting services based on the following channels:

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

Competition under the Facility and Network

Business

Earlier, the digital terrestrial television broadcasting service deems the monopolistic and low-risk industry due to the limited number of service providers. The Office of the NBTC has granted to licenses to 4 existing network operators only; namely, MCOT Plc., The Royal Thai Army Radio and Television Station Channel 5, The Public Relations Department, and Thai Public Broadcasting Service (Thai PBS). However, due to high competition of digital television business, growth of online media more favored by consumers and advertising media purchasers under the limited advertising budget and declining growth rate, some TV channels, in 2020, stopped their broadcasting, and returned their business licenses to the Office of the NBTC. This caused the signal vacancy in the network, and took effect to the business environment of the network service providers, that is, from the business where there were the exact number of service users to be the business confronting the serious competition to maintain the existing customers, and to battle for new customers.

However, the digital terrestrial television business must fight against the cable TV, satellite TV, and especially internet that has been able to respond to customers' demand better, and deliver a variety of interesting programs. Nevertheless, the digital terrestrial television has strength in high definition, and easier access to consumers. Therefore, it is predicted that, in the near future, many Thai people would turn to watch the digital terrestrial television more. The digital terrestrial television has the following advantages:

- 1) Easier access to consumers by installing the digital terrestrial television antenna, which makes the signal reception easy, even in the residence.
- 2) The digital terrestrial television has higher definition that watching on other platforms, and its definition is better than the analogue system.

Marketing Strategy of Facility and Network

Business

MCOT Plc. plans to provide the facility and network services that must meet the quality as required by the requirement of the NBTC. MCOT also plans and solve certain problems to minimize the interruption occurred from its broadcasting suspension by taking the main actions as follows:

- 1) To care for, prevent, and oversee to boost the service efficiency and confidence in order to maintain the customers (existing network lessees).
- 2) To improve the service quality and diversity; to maintain efficiency of the network and facility; and to make the network lessees have maximum satisfaction.
- 3) To handle the planning for signal distribution to cover all areas, and to utilize the network and facility efficiency to become the service leader.

Supply of Products of the Facility and Network

Business

MCOT Plc. has provided the television network service to support its digital terrestrial television service, and television broadcasting facility services. In this regard, some radio devices were installed to expand the network and facility service to ensure that the general people would obtain such services universally, to prevent the disparity of information receipt, especially the disabled and underprivileged people, and to receive some necessary information promptly such as disaster or emergency event.

- **Digital Terrestrial Television Broadcasting Network Service**

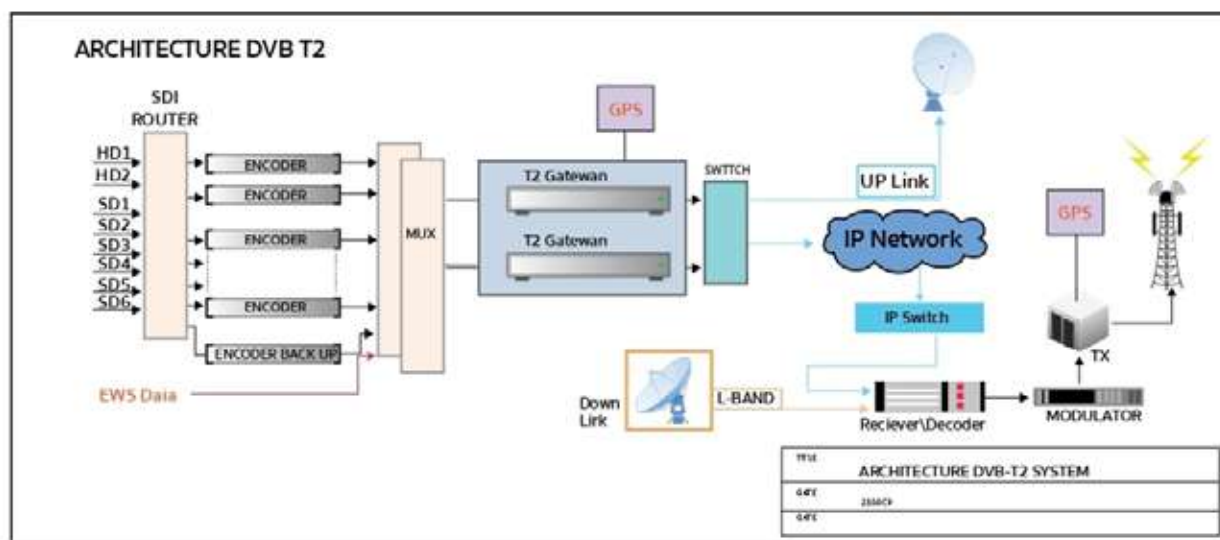
For the digital terrestrial television broadcasting network service, MCOT Plc. has installed some equipment by using Second Generation Digital Terrestrial Television Broadcasting System (DVB-T2) in accordance with the Notification of the NBTC. This technology has been widely used by other network service providers in many leading countries. The

equipment used in the television signal transmission involve the equipment for compressing and combining the audio/visual, and data signal together before delivering it to the last network stations under DVB-T2 standards, which involve:

- Host station, comprising SD/HD Encoder, Multiplexer, DVB-T2 Gateway, etc.
- Transmission equipment, comprising digital TV transmitter, signal receiver from the base station.
- Connecting equipment, comprising satellite-based connection equipment, and fiber optic-based connection equipment.

The investment plan consists of the investment in systems of head end, transmitter, receiving equipment, tools & instrument, and control & monitoring system, which are the equipment used to provide the network services of the base station, main stations, and additional stations. All equipment may be categorized as follows:

Details about network architecture and techniques



Overview of signal coverage based on the service plan of MCOT Plc.

MCOT Plc. is able to provide signal transmission services around the country up to 96.5 %

Duration (according to license)

1st year : 1 July 2014

2nd year : 1 July 2015

3rd year : 1 July 2016

4th year : 1 July 2017

Coverage Ratio of MCOT Plc.

52%

81%

96.5%

96.5%

Coverage Ratio According to the NBTC

50%

80%

90.0%

95%

Northern	
% Coverage (from all over the country)	13.5
number of stations	55

North-Eastern	
% Coverage (from all over the country)	27
number of stations	38

Central	
% Coverage (from all over the country)	31
number of stations	22

Eastern	
% Coverage (from all over the country)	7
number of stations	16

Southern	
% Coverage (from all over the country)	18
number of stations	30



1) Service Platform

To provide the digital terrestrial television service which uses the free-to-air signal transmission based on the Second Generation Digital Terrestrial Television Broadcasting System (DVB-T2).

2) Signal Formats

(1) Baseband signal and compression, video coding as required in ISO/IEC 14496-10: 2012: Information Technology Coding of audio-visual objects - Part 10: Advanced Video Coding (MPEG 4 AVC/H.264). The visual signal must conform to 2 following standards:

- Standard definition (SD) in 720x576, 576i interlace with frame rate of 25 fps and aspect ratio of 16:9 and 4:3
- High definition (HD) in 1920x1080, 1080i interlace with frame rate of 25 fps and aspect ratio of 16:9, or in 1280x720, 720p progressive with frame rate of 50 fps and aspect ratio of 16:9.

(2) Stereo audio coding as required by ISO/IEC 14496-3:2009: Information technology - Coding of audio-visual objects - Part 3: Audio (MPEG 4 HE AACv2).

3) Access Points

(1) National level: MCOT Plc. 63/1, Rama 9 Road, Khwaeng Huay Kwang, Khet Huay Kwang, Bangkok.

(2) Local level: MCOT television transmission station located in each service area.

4) Service Availability

(1) To provide the national television service in 8 channels, comprising:

- Standard definition (SD) channels: 6
- High definition (HD) channels: 2

(2) To provide the emergency warning system service (EWS).

- **Television Broadcasting Facility Services**

To provide the facility services, MCOT Plc. made some additional investment in some equipment for the digital system service. To provide the network service, MCOT Plc. uses the facilities it has possessed,

and leases some facilities from other service providers. Therefore, MCOT Plc. plans to provide the facility services from its station to other service providers as well. Meanwhile, MCOT Plc. has procured and installed the equipment to support such digital terrestrial television broadcasting service, and network facility service based on the plan and requirement of the NBTC.

Digital Business and New Businesses

Nature of Products or Services

Digital Media Business

The digital media of MCOT Plc. is an alternative channel to watch various programs, either live or recorded broadcasting to be watched on demand via 9 MCOT HD, Channel 30 under the digital media archives and MCOT RADIO Network of MCOT Plc. through the internet and other platforms. This is also the channel of publicizing the business of the Company and joint business organizations. The marketing promotion activities are also done on the online media by expanding the number of audiences from the conventional media to the digital media. The social media is a channel used for public relation activities.

Technology advances like smart phone and mobile application, cutting-edge communication technology on 5G network, infrastructure on cloud, abundance of social media, and Internet of Things technology have changed the consumer behavior. Businesses have still confronted high competition to attract attention of audiences/listeners from more media producers via new platforms emerging every day. In addition, during the past 3 years, the economic and environmental circumstances like pandemic, international conflicts, and accumulated inflation not only caused the information overload, the consumers on the digital media also encounter more fake information, unlawful data input, and privacy violation.

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

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

Further, in 2022, MCOT Plc. has expanded the number of customers in the digital media business by developing both content and platform to respond to behaviors of consumers whose life tended to be the mobile life form. The contents to make balance in the society have been developed, that is, soft news is delivered through platform backbone; self-enhancement is delivered through trusted content; and fact checker is delivered through Sure & Share. MCOT Plc.

also used the production and shooting technologies by drone and underwater photo recording to give new viewpoints for news content up to the conservative tourism. The photos have been collected in the photo archives, The Shot, to generate the revenue further. Website Shopping Platform ShopMania has been also developed as a channel extended from TV shopping business to increase some revenue from the digital business.

Online Photos and VDO Distribution (The Shot)

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

MCOT ACADEMY and Artist Administration Business

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

Apart from driving the training business to deliver knowledge value to the society, MCOT

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

The business operation context and present social and corporate movement continuously fluctuating, especially information technology, data, and communications, make the general public realize and value “communication” as an important factor driving an organization to meet achievements, efficacy, and corporate impact, and to respond to the wind of changes. The importance of MCOT Plc. is not only the role of mass media, but its actions to drive and lift the communication potential in all regimes. This implies an opportunity in driving the training business to play both business role and state enterprise role that must serve the society and national development in accordance with the national policy and strategy. In 2021, the general public has confronted the COVID-19 pandemic, which resulted in the economic recession in general, and affect the investment budget in human resources for many organizations. However, when some public health measures have been relieved, all agencies in every sector turned to realize and concern about communications by spending high budget to train and develop their human resources as an essential resource for survival and transition of every sector. As MCOT Plc. is a mass media agency with expertise and experience accepted by the public; this implies its capability under competition in the training business that can drive the training business efficiently, create and deliver the valuable service to

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

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

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

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

Supply of Products and Services

MCOT ACADEMY provides products or services from developing and arranging training programs to serve demands, and to deliver value to customers and service users. It intends to promote knowledge, skills, and perception, from theoretical to practical, which are educated by qualified lecturers in the field

of communications, together with professional mass media who are full of knowledge and experience and pleased to fulfill the communication potential to the training attendants. MCOT Academy would continue developing training programs in forms of public training and in-house training. The characteristics of the targeted groups and communication problems would be considered to tailor certain training programs that would give the greatest value, and fully respond customers and service users' demands through training techniques and approaches so that the training attendants could learn both theoretical perception and actual practice. In 2022, the communication training programs provided were: Reporters in Broadcasting and Television Business program, Techniques of Communicating with Mass Media program, etc. Also, the Strategy of Communicating with Medical Personnel (MedTalks) program was developed to add value, and to serve the demand of main service recipients who are medical personnel. This is to lift the communication potential when delivering the service, and to lift the response to the service users' expectations. This program could be extended to other targeted

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

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

Assets used in operating business

4.1 Core permanent assets

As of December 31, 2022, the core permanent assets involved:

4.1.1 Investment properties

Investment properties included land, buildings and premises in the total of 3 plots. Such land was calculated by fair value assessed by an independent appraiser based on the market approach while other buildings and premises were calculated by the depreciated replacement cost. The net value recorded in accounting was Baht 8112.17 million. The Company has mortgaged 2 plots of such investment properties to guarantee loans granted to the Company by some financial institutions amounting to Baht 815.27 million.

4.1.2 Land, buildings and equipment

Land, Buildings, and Equipment	Value (Million Baht)	Nature of ownership	Obligation (Baht)
Core assets:			
- Land	164.15	Owner	No
- Buildings and construction	394.84	Owner	No
- Equipment for program production and broadcast	120.94	Owner	No
- Tools and devices, and office equipment	10.76	Owner	No
- Building under construction	0.07	Owner	No
Total net value of land, buildings and equipment	690.76		

4.2 Intangible assets

As of December 31, 2022, important intangible assets and other rights are as follows:

4.2.1 Frequency and television broadcast license

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

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

4.2.2 Other intangible assets

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

Intangible assets with limited use period are as follows:

Computer program and software license	5 - 10 years
Program and movie copyright	80% is written off at the first broadcast and 20% within 5 years or during the contract period depending on which one is shorter
Broadcast copyright	According to the contract period
License to use spectrum and television service	15 years
License to use radio frequencies	7 years

4.3 Lease contract

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

Group of Companies as tenant

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

Right-to-use assets

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

Right-to-use asset depreciation is calculated based on costs, using the straight line method according to the lease contract or the estimated useful life of the right-to-use assets depending on which period is shorter.

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

If the ownership in the reference asserts is transferred to the Group of Companies at the end of the lease contract or the fact that the cost of the assets also includes the right to buy, the depreciation will be calculated on the useful life of the assets.

The right-to-use assets are presented as part of land, building and equipment in the financial positioning statement.

Liabilities under lease contract

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

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

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

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





Group of Companies as the lessor


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

Trademarks

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

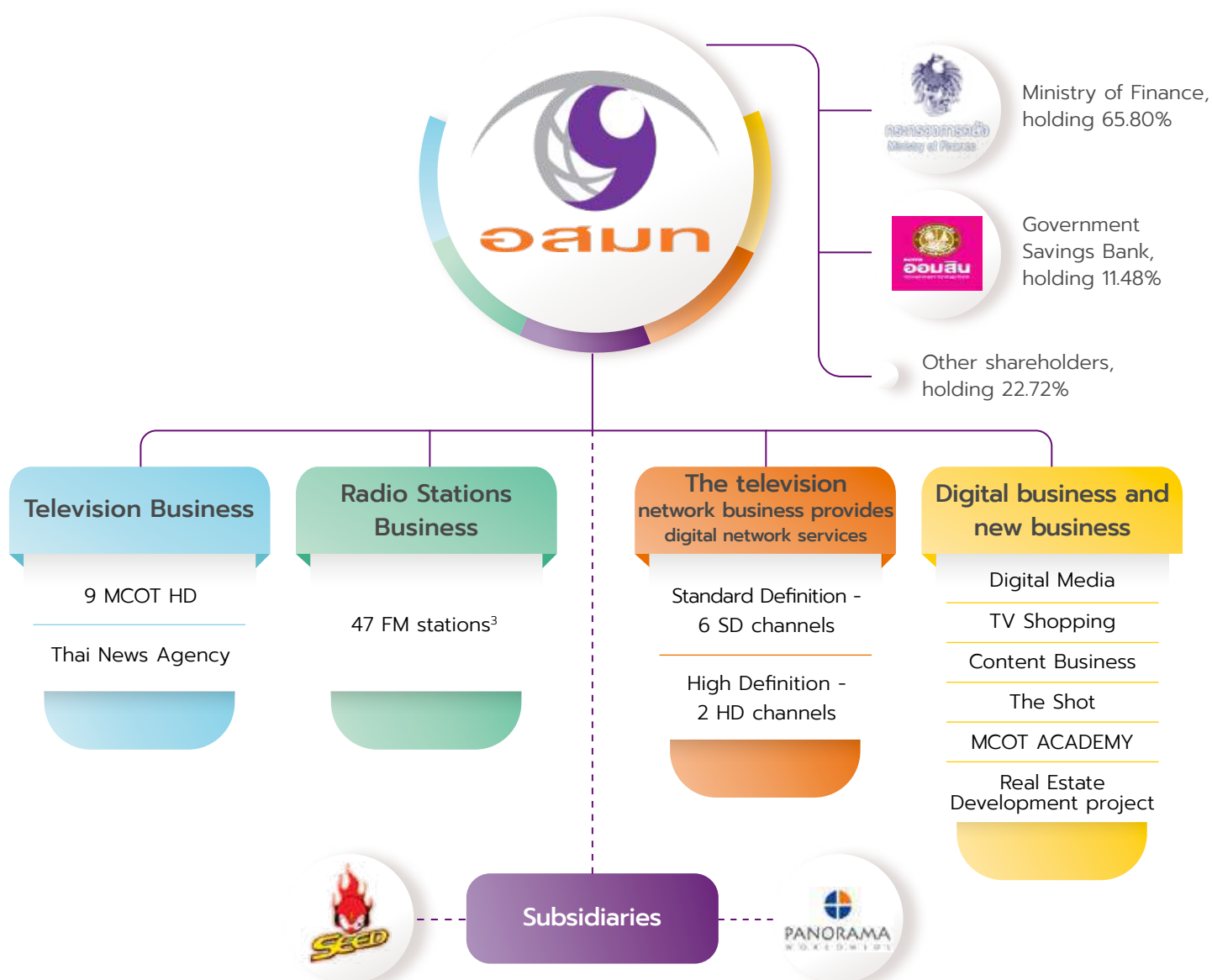
Trademark	Nature of use	Date of registration/ renew
 Modern Nine	<p>For products: television stations, news agency, radio and television broadcasting, television broadcasting to members, cable television broadcasting, audio and video broadcasting through cable TV, control the use of cable TV network, delivery of digital video and audio, sourcing information about broadcasting, representative of news agency for cable television broadcasting, television broadcasting, television broadcasting through cable network, satellite video and audio broadcasting, television broadcasting through satellite or transmitting radio and television programs, radio and television broadcast services, being representative of news broadcast, audio and video broadcast via cable TV, audio broadcast via satellite, audio broadcast via Internet program, television program broadcast, cable television broadcast, television broadcast, television broadcast through cable, receiving television signal, cable television, news agency</p>	<p>- Registered on May 22, 2003</p> <p>- Renewed on May 22, 2013</p>
 SEED FM	<p>For radio broadcast services: live radio broadcast, radio broadcast, broadcast or transfer programs via radio and radio stations by presenting radio programs, organizing concerts, hosting radio programs, operating entertainment business on radio network, producing radio program service, producing entertainment radio news, providing news, advertisement, radio advertisements, and souvenir sales business</p>	<p>- Registered on June 10, 2005</p> <p>- Renewed on August 28, 2015</p>
 MET 107	<p>For services on news and advertising, radio advertisement, radio broadcasting, live radio broadcasting, radio station</p>	<p>- Registered on August 29, 2006</p> <p>- Renewed on August 29, 2016</p>

Trademark	Nature of use	Date of registration/ renew
 <p>อ.ส.ม.ท./MCOT</p>	<ol style="list-style-type: none"> 1. For cartoon, video tape 2. For letterhead, address stamp 	<ul style="list-style-type: none"> - Registered on - October 15, 1990 - Renewed on - October 15, 2020
 <p>Thai News Agency</p>	<ol style="list-style-type: none"> 1. News agency 2. News and advertisement 3. Printing 	<ul style="list-style-type: none"> - Registered on February 5, 1993 - Renewed on February 5, 2013
 <p>MCOT Radio</p>	<ol style="list-style-type: none"> 1. Radio station 2. Radio program, radio entertainment program 3. Radio timetable management, radio advertisement, news dissemination 	<ul style="list-style-type: none"> - Registered on February 5, 1993 - Renewed on February 5, 2013
 <p>Old channel 9 television channel</p>	<ol style="list-style-type: none"> 1. Television broadcast 2. Entertainment television, television program producers 3. Disseminating news and advertisement 	<ul style="list-style-type: none"> - Registered on February 5, 1993 - Renewed on February 5, 2013

Trademark	Nature of use	Date of registration/ renew
 <p data-bbox="228 663 416 689">Nong Nine logo</p>	<p>1. For radio program services, radio concert program hosting, radio entertainment business, radio program production service, radio program production, radio programs, providing radio entertainment, providing online news for entertainment, providing entertainment information via mobile phone network, organizing music competition, organizing stage performance, hosting television programs, hosting live performance, television programs, entertaining, television, musical performance, live performance, collecting and providing entertainment related information.</p> <p>2. For news and advertising services, radio advertisement, television advertisement, magazine advertisement, souvenir sales, tape and video distribution.</p> <p>3. For radio and television broadcasting services, multimedia broadcasting, live radio broadcasting, transmitting video and audio through digital system, radio broadcasting, television broadcasting, broadcasting or transmitting radio programs, radio and television broadcasting service, radio stations.</p> <p>4. For ceramic cup, plastic key chain, hand-held fan, foldable fans, inflatable pillows, pillows.</p> <p>5. For goods, magnetic card, compact disc, magnetic data card, telephone card, computer program for display maintenance, mobile phone case, written CDs, image CDs, mouse pad, movie, movie (DVD), video CDs, audio disc.</p>	<p>- Registered on January 10, 2013</p>
 <p data-bbox="217 1659 427 1686">MCOT ACADEMY</p>  <p data-bbox="231 1955 416 1982">MCOT TALENT</p>	<p>For goods: clothes (except underwear and sportswear), calendars, posters, magazines, books, stickers, journals, daily news</p> <p>For goods: clothes (except underwear and sportswear), calendars, posters, magazines, books, stickers, journals, daily news</p> <p>For advertisement: news distribution</p>	<p>- Registered on November 15, 2013</p> <p>- Registered on November 15, 2013</p>

Trademark	Nature of use	Date of registration/ renew
 THAIBEX	For goods: downloadable digital storage media, publications in digital format, publication published on website	- Registered on May 26, 2014
 THAIBEX	For goods: downloadable digital storage media, publications in digital format, publication published on website	- Registered on May 26, 2014
 MCOT HD	For goods: television program broadcasting, broadcasting or transmitting television programs, broadcasting television programs through the Internet	- Registered on June 7, 2016
 MCOT Family	For goods: television station, television broadcasting, transmitting or broadcasting television programs, broadcasting television programs through the Internet	- Registered on June 7, 2016
 TNA	For goods: news agency, radio and television broadcasting, live radio broadcasting, collecting and disseminating electronic information, being news representative and providing information and news, providing other news and news information	- Registered on June 7, 2016

SHAREHOLDING COMPANY STRUCTURE



Shareholders of SEED¹

1. Mr. Theerapat Sajakul:	24%
(Shareholder Group A)	(240,000 shares)
2. Touching Entertainment Co., Ltd.:	25%
(Shareholders Group B)	(250,000 shares)
3. MCOT Plc.:	49%
(Shareholders Group C)	(490,000 shares)
4. Provident Fund, employees of MCOT Plc.:	2%
(Shareholders Group D)	(20,000 shares)

Shareholders of PANORAMA²

1. MCOT Plc.:	49%
(Shareholder Group A)	(490,000 shares)
2. Provident Fund:	1.06%
(Shareholder Group B)	(10,800 shares)
3. Employees of the Provident Fund:	39.92%
(Shareholders of Group B)	(399,200 shares)
4. Employees of Panorama Co., Ltd.:	10%
(Shareholders Group C)	(100,000 shares)

Note :

- ¹ The meeting of the Board of Directors, No. 16/2016 dated November 22, 2016 resolved the business closedown of Seed MCOT Co., Ltd.
- ² The meeting of the Board of Directors, No. 2/2019 dated February 26, 2019 resolved the business closedown of Panorama Worldwide Co., Ltd.
- ³ On February 21, 2022 MCOT Won the auction of FM radio systems, 47 frequencies, comprising Bangkok and surrounding provinces, 6 frequencies, and 41 regional radio stations.

1.3 Shareholding Company structure

1.3.1 Shareholding structure of subsidiaries and joint companies

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

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

1.3.2 Persons with potential conflicts of interest

- None -

1.3.3 Relationship with the business group of shareholders

- None -

1.3.4 Shareholders

As of the book closing date on March 16, 2022

- Total number of shareholders was 18,788, divided into 85.187 percent of major shareholders, and 14.813 percent of retail shareholders.

- The following was the first top 8 major shareholders:

No.	List of shareholders	Number of Shares	Shareholding Proportion (%)
1.	Ministry of Finance	452,134,022	65.803
2.	The Government Savings Bank	78,865,978	11.478
3.	Miss Orawan Vichienkawi	25,255,200	3.676
4.	Mr. Sompong Apornthananon	6,861,100	0.999
5.	Mr. Sophon Mitpanpanich	6,360,100	0.926
6.	Mr. Chanchai Kulthawarakorn	6,000,000	0.873
7.	Mrs. Podchanee Pichitbanchornchai	5,276,300	0.768
8.	Mr. Buncha Panthumkomol	5,000,000	0.728

Source: Thailand Securities Depository Co., Ltd.

- Limitations of shareholding by aliens

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

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

1.4 Issued and paid-up capital

1.4.1 Ordinary shares

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

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

- None -

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

- None -

1.5 Issuance of other securities

- None -

1.5.1 Convertible securities

- None -

1.5.2 Securities as debt instruments

- None -

1.6 Dividend payment policy

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

2 RISK MANAGEMENT

2.1 Risk Management Policy and Plan

Risk Management Policy

MCOT realizes and prioritizes the risk management as an essential mechanism and tool of driving the Company's management to meet the determined goals effectively. It is also an important component of the good governance adding the sustainable corporate competitiveness and added-value. Therefore, MCOT formulates the risk management policy precisely as described below.

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

Operating Framework for Risk Management

MCOT gives precedence to the systematic risk management. To elaborate, the Risk Management Committee was appointed to supervise the overall



risk management for the highest efficiency. The Chief Risk Officer (CRO) was appointed to support the risk management throughout the organization, and to boost an efficiency of the risk management. The Risk Management Department was set up to care for the overall risk management process, and to perform some daily duties on behalf of the Risk Management Committee. Also, the risk officers as representatives of each department were appointed to monitor, evaluate, and provide the department risk management report. The risk management process is carried out in line with an integrated risk management guideline given by The Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management Integrating with Strategy and Performance (COSO-ERM 2017), which is an international standard integrating the risk management process and the internal control system with the corporate strategy and targeted operating performance so that the Company's operations run in the same direction while the corporate strategy would be implemented to reach the established targets. MCOT Plc. also provides

the Risk Map, and shapes the risk culture through the Risk Appetite in order to protect certain damages from the daily operations, and to be able to accept higher risk as an exchange with some new business opportunities under the appropriate risk management. In this regard, KRI (Key Risk Indicator) would be a risk alarm while RA (Risk Appetite) and RT (Risk Tolerance) are the outcome aimed by the Company. However, the risk management direction must be shaped tangibly to minimize the potential loss that would take effect to the Company's goals. Such risks may be identified by the top-down brainstorming from the Risk Management Committee and other senior management members, and by the bottom-up operations. Those risks also come from an analysis of possible circumstances deriving from both internal and external factors, which would be used to assess the risk severity, and to prepare the risk management plan of MCOT Plc. This plan would cover all key corporate risks, which include the strategic risk, operational risk, financial risk, and compliance risk. This plan would be the operating guideline that must be regularly monitored, assessed, reviewed, and improved to be relevant to any changing internal and external circumstances.

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

2.2 Risk Factors to the Business Operation of the Company

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

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

1) Risk from compliance with any related policies, laws, obligations and rules and regulations

The main business operation of MCOT Plc. is the radio broadcasting. On the previous year, the income from this sector accounted for 30% of the total income. The growth of this business depended on any change of the frequency allocation policy issued by the Office of the National Broadcasting Telecommunications Commission (NBTC) such as the issuance of rules and procedure for use of spectrum for broadcasting services, and rules, procedure, and conditions for FM radio frequency auction to provide the broadcasting service for the category of commercial service, which may take effect to the Company's investment and business expansion, and make the Company earn less income and profit.

MCOT has managed this risk by keeping a close watch on the movement of this law. It also set up some plans to respond to such change by preparing a plan to bid for the radio frequency licenses, and a plan to manage other related matters as required by law. MCOT Plc. has also prepared for the business operating strategy, and financing for such undertaking.

2) Risk from changing behaviors of consumers

Rapid and exponential development of technology or disruptive technology has taken a role in changing consumers' behavior and business models, which takes effect to demands of customers, audiences/listeners, and business operation of MCOT Plc., and makes the business competition more serious.

However, MCOT Plc. anticipates the potential competition and revenue growth. It has tried to respond to such change by creating and improving the existing contents in its all media to fit to those changing behaviors of audiences and listeners. It has moved closer to the digital business by adding the online platform as an alternative channel to reach various audiences/listeners who are the desired target. Meanwhile, the Company's personnel have been trained to have both digital and creative knowledge. MCOT Plc. has sought for some quality business alliances, adjusted the marketing strategy to fit to the changing behaviors of customers and consumers in order to boost the potential and capability for income generating so that MCOT Plc. can enhance the sustainable competitiveness, more market sharing, and higher revenues.

3) Risk from the impact caused by COVID-19

The COVID-19 pandemic since 2020 and related measures launched by the government sector took the serious effect to all sectors, either to health, living of general people, economic status, and advertising budget spent by media users that took the direct effect to the income acquisition and business operation of MCOT Plc.

MCOT Plc. has managed this risk by adjusting its business operation model to be consistent with a new lifestyle of general people, that is, it has been more active for E-commerce business via its various media.

4) Risk from the enactment of the Personal Data Protection Act

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

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

5) Risk from cyber threats

Cyber threats occur at all time, and it tends to be spreading wider via various and more complicated forms, e.g., stealing of key data, virus computer attack, and system hacking to control key operating systems such as network, accounting and financial system, internal management system, etc. This results to some damage, and gives the adverse effect to the computer operating system or computer network of each company until it is unable to run its working and have the business disruption finally.

MCOT Plc. has been concerned about this threat, and realizes the proactive actions to reduce the impact from this risk, which would certainly take effect to the business continuity, reliability, and corporate image in the stakeholders' view. Therefore, MCOT Plc. has implemented ISO 27001 framework regarding the management system for information security, and also set up the cyber security and safety control standards such as setting of authorization

for data access, setting of a data reserve center for emergent cases to ensure the business continuity,

6) Risk from copyright infringement

The Copyright Act B.E. 2565 (No. 5) comes into effect on August 23 2022. This Act revises certain provisions for the digital trading, shifts the protection over the copyrighted works on the online media, and supports the soft power policy initiated by the Government. As a result, some measures to suppress the copyright infringement on online media have been defined; for example, a measure of suspending the copyright infringement on online media where an internet service provider or platform owner like Facebook and YouTube is able to remove such work infringing the copyright from the system suddenly once being reported by the copyright owner without waiting for the judicial process. This Act also prescribes the penalty for the service provider, producer, and seller of tools used for such copyright infringement. The copyright protection term for the photography works is also extended to the lifetime of any creator and such protection will be prolonged for another 50 years after the creator's death so that Thai artists and their heirs will obtain some benefits from this matter. This protection is consistent with the international principle, and is prepared for membership in the WIPO Copyright Treaty (WCT) where Thailand has already submitted the instrument of accession to the World Intellectual Property Organization (WIPO) for membership of this treaty.

MCOT Plc. realizes and values the copyright protection in operating its media business, especially online media, to ensure that its business operation will be valid, and comply with the Copyright Act, and to prevent any potential risks and damage caused by the violation of such Act. In this regard, MCOT Plc. establishes the direct responsible department to analyze the origin of any violation, define the operating

guideline and strict prevention measures, and communicate the right understanding to all related personnel regularly to ensure that MCOT Plc. complies with law accurately.

2.2.2 Risks to investment made by securities holders

1) Risk from the number of major shareholders

> 25%

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

2) Risk from an ability in dividend payment

The future ability in dividend payment of MCOT Plc. depends on several factors, e.g., cash flow from operating activities, conditions set forth in loan agreements made with commercial banks, necessity of capital reserve for business expansion, and requirements of other related laws. If the factors affecting the Company's ability in the dividend payment change significantly, MCOT Plc. may be risky to pay the dividend at a rate lower than that specified in the dividend payment policy or its dividend payment may be omitted.

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

2.2.3 Risk to investment in foreign securities

- None -



3 DRIVING BUSINESS TOWARDS SUSTAINABILITY

3.1 Sustainable Business Development Policy and Goals

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

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

MCOT Plc. has been determined to be a good corporate citizenship by emphasizing on the business operation under the good governance principles to give the balance value to all stakeholders; by lifting its operations under corporate responsibility covering the entire value chain; and by being involved in driving the Thai society toward sustainability based on core

competencies of the Company in accordance with the sustainability development framework which is consistent with 5 Sustainable Development Goals (SDGs) and the Sufficiency Economy Principle, which all have been integrated to the Company’s management under the following practices:

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

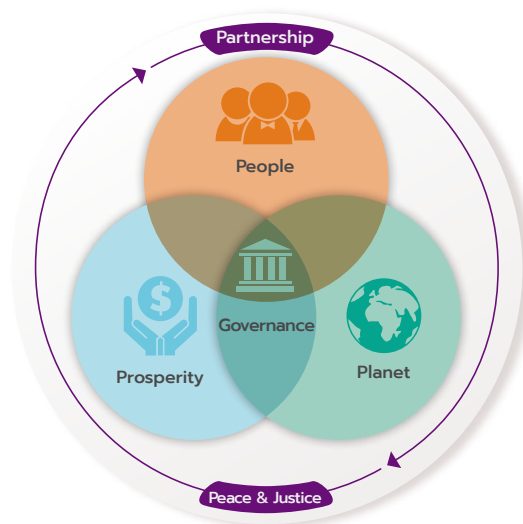
Determination to people competence by delivering all goods and services which are always responsible and give value to human wisdom in order to promote the quality living potential, and to support and protect human rights while the implementations must go along with diversity, equity, and inclusion.

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

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

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

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



Sustainability Management Goals

MCOT Plc. realizes the importance of operating business as a mass media with significant roles in inspiring and influencing people's perception and behaviors as well as social changes. It sets a corporate mission to encourage participation and to equally care of all stakeholders under the Media Social Responsibility (MSR) framework. The MSR framework has been integrated with corporate strategy and business direction in parallel to sustainable management strategies that emphasizes the Company's social and environmental responsibility and commitment to supporting sustainable growth of all parties as follows:

Good governance

Goals :

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

Strategic Direction

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

People

Goals :

To create and develop the competence of mass media personnel.

Strategic Direction

- Competence development for executives and employees
- Competence development for mass media workers (MCOT Academy)

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

- Presentation of valued and responsible contents for human capital development

Prosperity

Goals :

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

Strategic Direction

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

Planet

Goals :

To reduce the negative environmental impact from operating activities

Strategic Direction

- Reduction of the emission of greenhouse gases in the operating procedure
- Efficient use of energy in operating activities
- Efficient management of resources to obtain benefits, and to reduce the impact to the environment

Goals :

To deliver contents promoting the positive behavior to the environment.

Strategic Direction

- Promotion of circular economy and sharing economy
- Promotion of lifestyles friendly to the environment/sustainable consumption

Peace

Goals :

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

Strategic Direction

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

Partnership

Goals :

To form a collaboration network for sustainable development

Strategic Direction

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

3.2 Management of Impact on Stakeholders in the Value Chain

3.2.1 Business Value chain

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

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

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

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

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

3. Co-Value: To share the value from marketing operations that take into account social and ethical values with other related people throughout the value chain by avoiding the negative impact on the society and environment by:

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

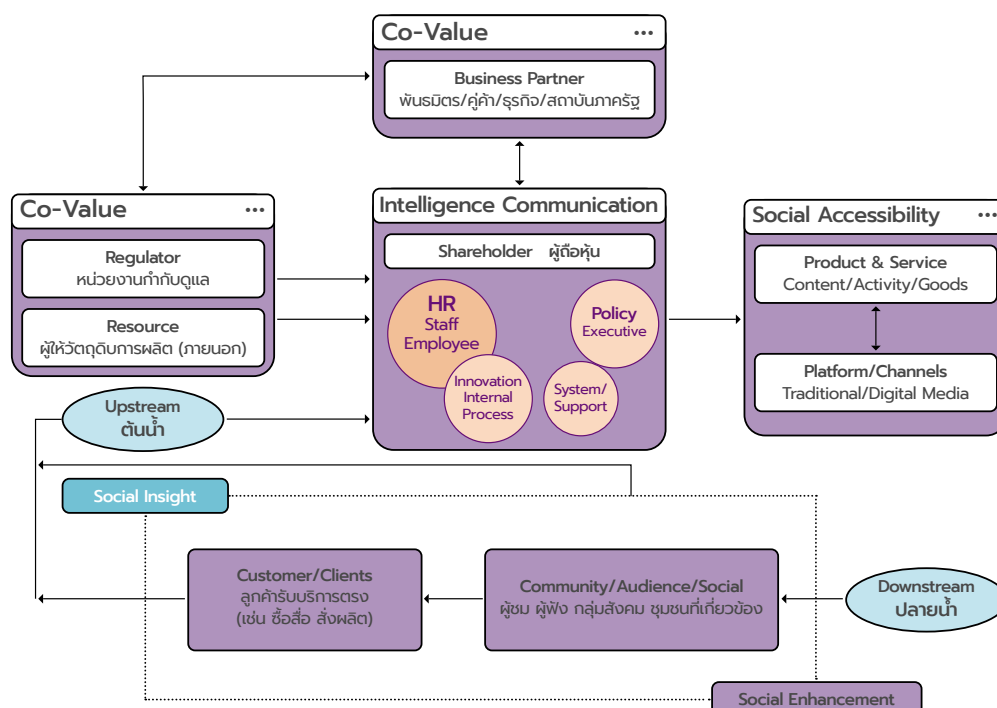
4. Social Accessibility: To promote the public's right and freedom to equally access to the high-quality information, which conforms to the National Broadcasting Master Plan introduced by the Office of the National Broadcasting and Telecommunications Commission (NBTC) by:

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

5. Social Enhancement: To use corporate core competency in promoting and encouraging positive changes in the society with an aim to nurture active

citizens for better life. MCOT Plc. encourages people in the society to have awareness and to develop their capability, potential, and self-management to be ready to respond to the necessities and social problems in which they are involved by:

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



3.2.2 Analysis of Stakeholders in the Value Chain

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

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

Stakeholders are classified into 7 categories as follows:

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

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

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

MCOT's Involvement with stakeholders

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

3.3 Sustainability Management in Environmental Domain

3.3.1 Environmental Policy and Practice Guideline

MCOT Plc. has a policy to promote environmental sustainability with main objectives of optimizing its positioning as a mass media to raise public awareness and encourage the public sector to participate in the environmental conservation. The Company is committed to complying with laws, requirements, and regulations relating to environment strictly, which also cover the use of energy and natural resources, management of waste from production process, and possible impact from the entire supply chain to the environment. MCOT Plc. also promotes awareness and participation of its employees in the environmental conservation.

Practice Guideline

1) Supporting or participating in environmental projects initiated by other organizations to promote the environmental conservation and natural resource management at community and national levels.

2) Reducing the negative impact to the environment caused by the Company's operating activities by reducing the emission of greenhouse gases in its operating process, using energy efficiently, and managing the Company's resources for the highest interest.

3) Supporting related activities, raising awareness, and encouraging participation by MCOT Plc.'s employees on environmental conservation.



3.3.2 Performance on Environmental Aspect

Efficient Use of Energy and Resources

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

● Power management

Since 2021, MCOT Plc. has implemented the energy conservation policy by changing various equipment to reduce the electricity consumption. This includes the change of light bulbs in office to energy-saving light bulbs, plan for electricity system check and maintenance to ensure availability and safety. In 2022, MCOT Plc. has consumed electricity for 8,265,315 units or the electricity cost amounted to Baht 35,769,626.24, which increased for 248,315 units if compared to Year 2021 because, in 2021, MCOT has implemented the work-from-home policy for safety and health during the COVID-19 situation, and fully returned to work in office on January, 2022. MCOT Plc. places the plan of promoting lower consumption of electricity by arousing the energy saving behavior in employees who have worked in the central office buildings through public relation media posted around the lighting switches in the office buildings, meeting rooms, and common areas.



● Management of oil fuel from traveling

In 2022, MCOT Plc. placed the policy of reducing the car rental in the organization by adjusting its management system, and integrating work between departments so that the car rental could serve all departments efficiently. In 2022, the oil fuel cost of MCOT Plc. amounted to Baht 5,083,087.88 in total.

● Reduction of environment impact caused by operating process

MCOT Plc. has taken actions to reduce some waste caused by its business operation, that is, it combined the circular economy with the value chain.

1) MCOT Cares & Care the bear

In 2022, MCOT Plc. had the policy of changing the meeting, training & seminar, and activity arrangements to help reduce the carbon footprint resulted by those activities. MCOT Plc. participated in Care the bear project held by the Stock Exchange of Thailand to heal the global warming by reducing the emission of greenhouse gases under 6 cares principle, which aims to encourage consumers to help reduce the global warming, and is relevant to the Sustainable Development Goals (SDGs), Clause 13 “Climate Action”. As a result, the Company's emission of greenhouse gases from the arrangement of various activities could be reduced for 1,144 kilo carbon dioxide equivalents, which is equal to the absorption of CO₂ per year of 129 trees.

2) Environmentally-friendly procurement policy

MCOT Plc. formulates the environmentally-friendly procurement practice guideline under the Public Procurement and Supplies Administration Act, that is, it is specified in the TOR that a supplier must use materials with components, production process, use, and destruction that cause less impact to the environment such as paper certified by Green Label Thailand, Green Label, and 50% recycled paper.

Network formation to deliver knowledge and to promote environmental behavior

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

● Support for water management under “MCOT's Water Conservation under Royal Initiatives”

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

- Since 2016, MCOT Plc. has invited government agencies, the private sector, and the general public to make donation to Utokapat Foundation instead of sending flower baskets to the Company on its establishment day on 9 April. In 2022, MCOT Plc. donated to Utokapat Foundation in the total of Baht 500,000.

- MCOT Plc. and Utokapat Foundation have supported water resource management in two local communities; namely, Baan Sala Din Community in Nakhon Pathom Province, and Talad Nam Khlong Lad Mayom Community in Bangkok.

1) Success of Baan Sala Din Community, Nakhon Pathom

- Mitigating flood, drought, waste water and brackish water problems that have been accumulated for over 20 years in the entire sub-district

- Increasing water stability, considering that the water level in main canals and sub-canals is high all year round and the water quality is good for agricultural activities
- Increasing food stability from the implementation of the New Theory farming, which increases the household income by Baht 70,000 per year on average
- Increasing energy stability as seen from solar power system that is used to operate water quality maintenance equipment
- Expanding the success of the project to cover four villages in Mahasawat District, covering 4,177 households, 9,591 persons.

2) Success of the Talad Nam Khlong Lad Mayom Community, Bangkok

- Reducing sewage problem from the floating market by collecting wastes and water hyacinth, and cleaning the canal for improved transport, which provides benefits to over 200 households and 600 persons.
- Increasing water security from maintaining water quality, enabling people to use the water both for agricultural and tourism purposes
- Increasing economic security from the canal improvement and floating market development in parallel with water travel activities. Local communities' income from floating market management was approximately Baht 890,000 per month (excluding trading activities in the floating market)
- Increasing energy security which is seen from the solar power system used for the water quality maintenance equipment
- Expanding the success by implementing similar activities to communities near other connecting canals, such as Khlong Ban Sai, Khlong Kwai, Khlong Lad Kayala, etc. The project creates benefits to 237 households.



- Waste management project

- 1) MCOT Cares Bottles Returned

MCOT Plc. in collaboration with PTT Global Chemical Public Company Limited (GC) initiated “YouTurn Start from You” project to arouse the general people to care for separating the waste, especially plastic waste that could be recycled and reused under the proper management. MCOT Plc. also initiated “MCOT Cares Bottles Returned” to arouse the employees’ participation. The plastic bottles could be exchanged with reward points to receive some souvenirs at the end of each month. Along the project term, MCOT employees have participated in this project in the total of 338 persons with 30,000 plastic bottles (372 kilograms) to be delivered to the project. This helped reduce the greenhouse gases (GHG) from not burying such plastic bottles in the total of 860 kilo carbon dioxide equivalents (kgCO₂e) or equivalent to growing 96 big trees to absorb carbon dioxide.



2) MCOT Cares: reBOX to School

MCOT Plc. joined “reBOX to School” project initiated by Thailand Post Company Limited to gather waste parcel box, waste parcel bag, and waste paper from MCOT employees to be recycled to be the bookcase, which would be given to students in the border patrol police schools. Throughout the project term, the waste paper sent to the project totaled 380 kilograms.



3) Delivery of unused CDs to be recycled as “Phra Sati”

MCOT Cares project took MCOT volunteers to deliver some unused CDs of the Company to The Mirror Foundation. This old CDs would be recycled to be “Phra Sati” for donation by general people. Such donation would be given to some homeless people and street patients. The 3,000 old CDs could be recycled to 3,000 sets of “Phra Sati”.



3.4 Sustainability Management in Social Aspect

3.4.1 Social policy and practice guideline

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

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

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

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

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

In 2022, MCOT Plc. has identified sustainability promotion direction by promoting value creation in the society throughout its operational process. The MCOT Cares project was implemented to communicate MCOT Plc.'s core responsibility and tasks as the “good media for good society” by providing creative content that supports social development and social contribution activities.



3.4.2 Social activities performance

Freedom and equitability of access to the media

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

- 1) Ensuring wide coverage of its media, providing people in all areas with the opportunity to have easy and equal access to information through MCOT Plc.'s media.

2) Offering technology, services and information for the disabled to promote equal access to information.

3) Allowing the public to receive useful information at no cost.

4) Developing universal technology that everyone can use to receive basic or useful information without complications.

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

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

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

The programs with sign-language interpreters

for 2 programs

1. 9 Lunch News
2. Duo Weekend News

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

1. Sak Sit Kong Kra Pun
2. Cheevit Sat Mahatsajan
3. Luang Lub Rueang Plaek
4. Chinese series: Ittirit Krabi Sien Yuan, Mok Heang Han
5. Nam Nueng Thai Diao
6. The Winner Game, Dream Catcher, Season 2
7. Roi Vithee Pun Watthanatham

Program with closed caption (CC) for 1 program

- Palang Wit Kid Pua Khon Thai

Promotion of responsibility in content delivery

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

- Promoting media literacy

Online and social media have played more important role in the society and news and information are shared very quickly. Many times, the shared information is wrong and widely cause panic and impact in the society. Foreseeing this problem, Thai News Agency initiated the “Sure and Share” project in 2015 to educate the general public and enable them to receive accurate and reliable information and news. The Company has shared content that corrects misunderstanding through various media and in different format, including video, special news report, radio documentary series, infographic and news features, which promotes intellectual immunity in the Thai society. Thai News Agency under MCOT Plc., in cooperation with the Thai Media Fund and partners like ministries, universities and government agencies, established the Sure and Share in 2017 to drive the mechanism in news and information reviewing and validity check. The partnering organizations have announced their commitment to review and provide accurate information to the general public and build a network in the people’s sector in order to protect the general public and stop sharing of fake information. The Sure and Share Center also becomes a member of the First Draft Partner Network, an international cooperation network established by 72 world leading media and technology companies, such as CNN, BBC, Google, and Facebook, to handle fake news and information worldwide.

The Sure and Share Center is massively successful and recognized by national and international organizations for its outstanding performance in fake news and distorted information identification. The center representatives were invited to talk at international discussion on the production of “Sure and Share” content that has successfully raised awareness on verification of news and information. In 2021, MCOT Plc. and Thai Media Fund and the Electronics Transaction Development Agency (ETDA), and partner network introduced the “Sure Detective X Sure and Share Club” Project. This virtual camp promotes hybrid and InnovActive learning and builds a network of fake news-free society. The project enhances knowledge and awareness about fake news and cyber threat of everyone in a family, community and the society. The project attracted 651 participants aged between 12 - 87 years, who are students, teachers and the elderly, from over 100 schools in 59 provinces nationwide.



@SureAndShare

ชัวร์ก่อนแชร์

นวัตกรรมสื่อดิจิทัลบูรณาการ เพื่อเสริมสร้างสังคมรู้เท่าทัน

www.SureAndShare.com SURE AND SHARE CENTER MCOT Public Company Limited



ศูนย์ชัวร์ก่อนแชร์
สำนักข่าวไทย อสมท

กลไก ศูนย์ชัวร์ก่อนแชร์ Public good team		
เครือข่ายผู้เชี่ยวชาญ		
แฉเดือน และฟ้าระดัง	จัดการ ฐานข้อมูล	ตรวจสอบ
ผลิตสื่อ	กระจายสื่อ	
เครื่องมือและนวัตกรรม		

DEBUNK
PREBUNK
EDUCATION
LITERACY

ชัวร์ก่อนแชร์
FACTSHEET

SureVac
COVID - 19 VACCINE
INFODEMIC IMMUNITY

SureVac เนื้อหาเสริมสร้างภูมิคุ้มกัน
ข้อมูลเท็จเรื่องวัคซีนโควิด-19

ชัวร์ก่อนแชร์
FOR EDUCATION

เรียน • รู้ • ทำกัน



เทคนิคการใช้คลิปรายการ
"ชัวร์ก่อนแชร์" ในห้องเรียนมัธยม
พึงประสงค์การนำร่องจากคุณครูผู้ใช้งาน

เนื้อหาเพื่อการเรียนรู้เท่าทัน

FACT CHECK DETECTIVE AGENCY
FCDA101

ชัวร์ก่อนแชร์
KEYWORD

เปิดโลกคำศัพท์ รันโดมิชไอเทม



www.SUREcology.com
แพลตฟอร์มเพื่อการเรียนรู้เท่าทัน

กิจกรรมเพื่อการเรียนรู้เท่าทัน



TIMELINE

2558 | 2015

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

2559 | 2016

- จัดตั้ง ศูนย์ชัวร์ก่อนแชร์ ขยายบริการตอบคำถาม จัดสร้างฐานข้อมูล
- เข้าร่วม FirstDraft Partner Network

2560 | 2017

- ลงนามความร่วมมือ ภาควิชาชัวร์ก่อนแชร์ ร่วมกับ กองทุนพัฒนาสื่อปลอดภัยและสร้างสรรค์
- จัดเสวนา 'เมื่อคนไทยเชื่อใจโซเชียลมากกว่าหมอ'
- จัดอบรมเชิงปฏิบัติการ 'จับผิดเรื่องบ๊วด้วยตัวเอง'

2561 | 2018

- ได้รับคัดเลือกรับการสนับสนุนจาก Google News Initiative: YouTube Innovation Funding

2562 | 2019

- ผิดอบรมเยาวชนรู้เท่าทัน ด้วยทักษะแบบ FACT-CHECKER นักสืบสายชัวร์ ศูนย์ชัวร์ก่อนแชร์เยาวชน
- ร่วมจัด TRUSTED MEDIA THAILAND

2563 | 2020

- เข้าร่วม IFCN CoronaVirusFacts Alliance แลกเปลี่ยนข้อมูลลงเกี่ยวกับโควิด กับพันธมิตร FACT-CHECKER ทั่วโลก
- ร่วมจัด FAKE NEWS FIGHTER
- ได้รับคัดเลือกเข้าร่วมในโครงการ YouTube Sustainability Lab

2564 | 2021

- SureVac เนื้อหาเสริมสร้างภูมิคุ้มกัน ข้อมูลเท็จเรื่องวัคซีนโควิด-19
- เปิดตัว ชัวร์ก่อนแชร์ Membership
- เปิดตัวแพลตฟอร์มเพื่อการเรียนรู้เท่าทัน www.SUREcology.com
- นักสืบสายชัวร์ x ชัวร์ก่อนแชร์สโมสร Virtual Camp ค่ายออนไลน์แนวใหม่ นักเรียน-ครู-ผู้สูงวัย รับบท 'ว่าที่นักสืบ'

2565 | 2022

- นักสืบสายชัวร์ x ชัวร์ก่อนแชร์สโมสร TRICK OR TRUST รู้เท่าทัน ผ่านมุมมองของกลลวง
- รายการ ชัวร์ก่อนแชร์ โดย ไม่น้อยเตอร์เทม
- แอพลิเคชั่น ฟอมนิตยส์ ทาง ช่อง 9 การ์ตูน

2566 | 2023

- 'นักสืบจ้าว' กิจกรรมสำหรับเด็ก ที่ให้มากกว่าความสนุก
- และ อีกหลากหลาย นวัตกรรมสื่อดิจิทัลบูรณาการ เพื่อเสริมสร้างสังคมรู้เท่าทัน

ขอขอบคุณทุกการสนับสนุน

สังคมไทย รู้เท่าทัน
ร่วมกัน ชัวร์ก่อนแชร์

จาก รายการโทรทัศน์ด้านการตรวจสอบข้อเท็จจริง FACT-CHECKING รายการแรกของประเทศไทย สู่ภารกิจเสริมสร้างความรู้เท่าทันผ่านนวัตกรรม สื่อ เนื้อหา หลักสูตร กิจกรรม สำหรับกลุ่มคนที่แตกต่างกัน โดยยึดมั่นการทำงานภายใต้กรอบมาตรฐานด้านวารสารศาสตร์

TRUST | TIMELY | CREATIVELY



ชัวร์ก่อนแชร์
PARTNERSHIP
ภาคีความร่วมมือที่ยั่งยืน



CONTENTS & CHANNELS

วิดีโอ

อินโฟกราฟิก
บทความ
สื่อเสียง

2407

สุขภาพ	1035	43.00%
อาหาร	481	19.98%
เหตุการณ์	305	12.67%
เทคโนโลยี	117	4.86%
รถยนต์	93	3.86%
พืช	70	2.91%
กฎหมาย	67	2.78%

ALERT ANNOUNCE ANSWER ARCHIVE

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

โทรทัศน์ ข่าวค่ำ MCOT HD
วิทยุ FM 100.5, FM95

หนังสืออิเล็กทรอนิกส์



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



- Delivery of honest and fair content

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

In 2022, MCOT Plc. allocated time or provided discount on media space buying in different form, such as donation and use for public benefit, whose value was Baht 2,949,329. Examples are as follows:

- Live broadcast of Prince Mahidol Award 2020 and 2021 Presentation by Prince Mahidol Award Foundation under the Royal Patronage
- Animation cartoon “The Diary: Record of Thai History and Monarchy” by Distance Learning Foundation
- Songs and music videos in “Inspiration by Media” project by TAB Music Academy Foundation
- Live broadcast of Mahachat preaching in remembrance of and making merit for His Majesty King Rama II by King Rama II Memorial Foundation under the Royal Patronage.
- A short film “Nam Ta Nai Pleo Plerng” and “Su Sud Jai” by the Ministry of Culture
- A film to publicize Chulabhorn Royal Academy, Digital University in CRA Digital College project by Chulabhorn Royal Academy

- Animation cartoon “Sammadhitthi Talu Miti Maya” by the Office of the NBTC

- A short film on “Have conscious mind?” by King Prajadhipok’s Institute

- Creative media video for public participation in the series of “Change Degree, Develop Politics” by the Standing Committee for Political Development, House of Representatives

- Live broadcast for Princess Mother Srinagarindra Award 2022 Presentation

- Sustainability value creation through creative content

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

“**Natee Long Tun**” program broadcast on Channel 9 MCOT HD presenting interesting economic, stock market, and investment news; “**Someone Nueng Nai Lai**” program on 9 MCOT HD, a documentary program presenting phenomena, issues, problems, and solutions in the dimensions of the “foundation of Thai Plural Society”, “Multicultural Education” “Anthropology” and “Sociology” on the concept of sustainable development together with case studies of other countries in all 4 programs; **The Winner Gamer, Dream Catcher, Season II** program presenting knowledge to have media literacy and immunity in consuming media and technology at the 5G era in several different patterns, which was made from the real stories of people in the society who have been trapped by social media while the program also presented some interesting viewpoints from psychologists,

medical scholars, and many experts on the program content so that the stories of this program would be the lesson, example, and good model when using the technology; **“Kot Mai Klai Tua”** program on FM 95 MHz presenting interesting knowledge about laws in our daily life; **“Chai Chana Haeng Karn Pattana”** on FM 100.5 MHz reporting news, information and knowledge about sustainable development under the Sufficiency Theory, royal projects, royal initiatives, Chaipattana Foundation and Royal Project.

Social value creation

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

Promotion of sustainable supply chain

In 2022, MCOT Plc. has changed the direction of producing its corporate souvenirs for special occasions, that is, these souvenirs should be able to present its corporate identities and to return some value to the society. MCOT Plc. in collaboration with Art Story Social Enterprise by Autistic Thai Foundation supported the painting works of autistic persons, which were made into MCOT souvenirs. This could generate some revenues for the Foundation to be further spent to improve and help autistic persons it has cared for.

1) MCOT Museum souvenir set to be distributed to participants on Thai Television Day. The revenue amounting to Baht 213,270.40 was handed to Autistic Thai Foundation.

2) MCOT Cares souvenir set to be distributed to MCOT alliances, mass media, and other customers on special occasions. The revenue amounting to Baht 296,000 was handed to Autistic Thai Foundation.



● Transfer of mass media knowledge and personnel competency development

1) MCOT ACADEMY

By potential and professional experience in mass media, MCOT Plc. has endlessly created media professionals to drive Thai mass media regime forward. MCOT Plc. intends to transfer knowledge base to mass media personnel or other interesting persons with aims to improve their skills, to lift the capability of media personnel, and to add more value to Thai mass media regime that should grow up securely under current changing technologies. MCOT Academy also promotes potential, and disseminate knowledge about communications to journalists, targeted groups, and general people as MCOT Plc. realizes that communication was an important feature, especially in the rapid changing context.

In 2022, MCOT Academy has provided the training program to different targeted groups, including:

1. Communication Strategy for Medical Personnel (Med Talks) program
2. Professional MC program
3. NBTC Reporter program
4. Professional Communication Techniques with Mass Media program
5. Techniques of Giving Interviews to Mass Media and Public Communications for Executives program

2) MCOT MUSEUM

In 2022, on an occasion the 70th Anniversary of MCOT in the Thai society, MCOT Plc. established MCOT MUSEUM to present the history of mass media in Thailand, roles and mission, and operations of MCOT Plc. from past to present. This implies MCOT's pride as the pioneer of Thailand's television regime by disseminating knowledge about mass media operations, intending to present constructive contents for the society, and acting as "eyes" to reflect social events truly.





3) 2021 ABU Robocon 2022

MCOT Plc. in collaboration with some alliances arranged “ABU Robocon” contest every year to develop the engineering skills in robot invention and innovation. In 2022, ABU Robocon project aimed to encourage Thai youth in groups of university and vocational students to boost their skills in robot technologies. From 1,000 applicants of this contest, only one team was selected to be Thailand team to attend the international ABU Robocon contest. Finally, Khun Dan Prakarnchon Team, Nakhon Nayok Technical College was selected as Thailand’s representative and it was presented Mabuchi Award.



Employees and workers

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



- Employment and labor relations

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

1) Number of MCOT employees

As of December 31, 2022, MCOT has a total of 919 employees. Key structure is as follows:

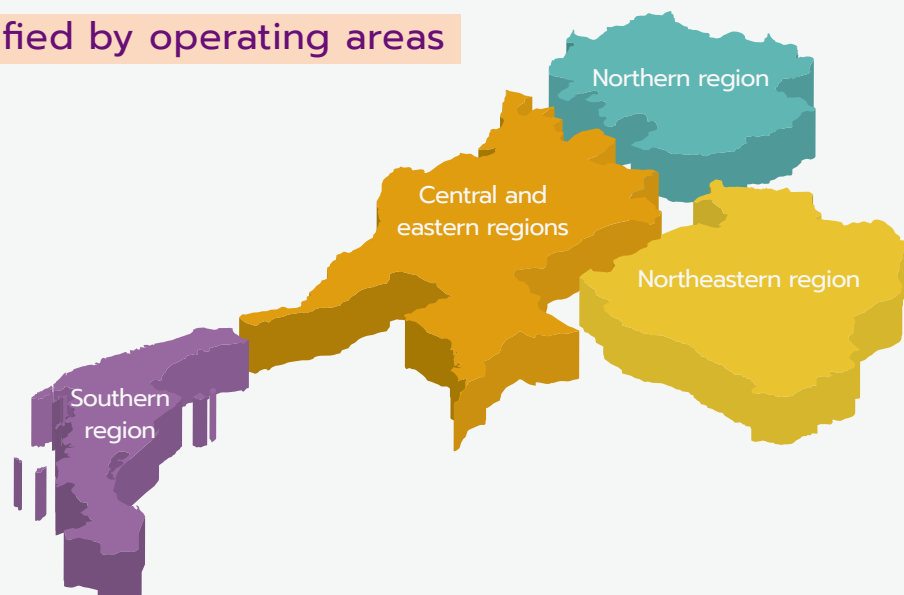
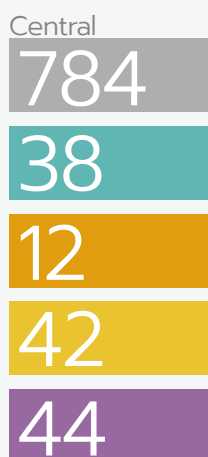
By gender



By employment contract



Employees classified by operating areas



2) Employee engagement survey 2022

In general, the employees had the high level of engagement with the organization (3.69), which means that the level of engagement to the organization has strongly bound the employees. When considering all 3 components of organization engagement, they all were at the high level. For affective (engagement by affective), that is, the employees wanted to be united to and involved with the organization, and wanted to be the organization members further at the high level (3.94). For normative, it is the engagement deriving from duties and responsibilities as the employees have been rooted that they worked for the organization to repay the Company's kindness (3.54). For continuance, it is the employees' engagement from compensation payment in exchange with staying in the organization (3.46). In 2022, the employee turnover accounted for 6.9%.

● Personnel development

MCOT Plc. has prepared human resource development plan that addresses specific needs of each of the five functions, both at executive and operation levels, in order to retain and develop its personnel according to specific needs of each function. In preparing the plan, the Company analyzes and considers corporate vision, mission, values, strategic plan, annual operation plan, and personnel data; and work with the head of each function to define the required knowledge and skills. Such information is used to draw the guideline for annual human resource development plan that enables MCOT Plc.'s employees to be ready for the rapid changes and to have the required knowledge and capability to perform their duty, to have career progress and to have the MCOT competency. To achieve personnel development goals, MCOT has adopted various tools and methods, both training and non-training. Trainings and development programs introduced cover the following areas:

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

In 2022, MCOT Plc. held 245 training courses for executives and employees, or an average of 41.01 hours/person/year. Self-learning and online course were mainly held last year, totaling 33 courses, or 13.47 percent of the total courses.

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

1. Legal provision that affects the performance of MCOT Plc.'s employees or the corporate operations
2. Litigation problems arising from the performance of duties of employees or from business operations
3. Prevention of problems that may arising from performance of duties of employees

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

● Employee relationship promotion activities

Except human resource development, MCOT Plc. organized special activities to strengthen relationship between the Company and employees. "MCOT Fun Fair" received a good cooperation from employees and other departments in the Company.

This activity was successful, and helps arousing the employees' engagement, creating the good working environment, and attaining the established purposes.

The Human Resource Department received some more comments from the employees participating in this activity, that is, they wish it would be continuously organized to secure the employee relationship, know more employees, and generate the additional revenue.

- Career advancement

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

MCOT Plc. has ensured that its recruitment system will enable the Company to find the right successor with the right knowledge and capability for all key senior positions. The Company supports

the preparation of succession plan for Senior Vice President level up, provides training for executives from department manager level up in order to create a strong talent pool, and trains senior level employees who will become the new generation executives.

- Building the corporate value to attract capable employees

- 1) Nomination, selection, and employment

MCOT Plc. has appointed the Nomination Committee to recruit the executives at the level of Vice President and higher as approved by the Board of Directors of MCOT Plc. For the nomination of department directors and lower shall be appointed by the Nomination Committee in accordance with the criteria defined by MCOT Plc. The Nomination Committee members comprise the representatives from related departments. The salary structure shall depend on the market circumstances and significance of work.

- 2) Occupational safety and health and environment

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

Customers

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

● Responsible marketing

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

1. Pre-broadcast process, e.g., receipt of lawful copyright, and rights in advertising products in accordance with related laws, inspection of program quality, consideration of appropriateness to audiences, etc.

2. During-broadcast process, e.g., content monitoring by program producer and director, use of feedback sent by audiences/listeners, etc. This process conforms to the internal control and management, which must be consistent with the risk management in line with COSO ERM. MCOT Plc. also places the risk management mechanism and measures under the intranet system of the Legal Office in order that the legal impact relating to the regulatory agencies are monitored and analyzed more strictly and adequately. The related persons shall be also communicated

universally so that they can handle any potential changes in time. This shall prevent the Company's products from taking negative impact to the society, and it shall be relevant to the consumer protection guideline imposed by the NBTC.

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

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

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

On February 21, 2023, the Board of Directors of MCOT Public Company Limited, at the Meeting No. 4/2023, resolves to approve the Financial Statements ended December 31, 2022, which were reviewed by EY Company Limited and the Audit Committee of MCOT, the details of which are as follows:

Management's Discussion and Analysis (MD&A) on the Company's Operating Results Ended December 31, 2022

The Company's operating results in 2022 shows loss of 41 million Baht, a 125% change, compared to 2021, due to a 12% decrease in revenue from traditional media (TV and radio). Nevertheless, revenue from BNO and digital & new business increases 6% and 38% respectively. MCOT is able to carry out budgeting and cost control despite a record of amortized cost of license fee to operate ratio frequency, causing total expenses to increase 3%, compared to 2021.

Owing to mismatching of increased cost and decreased revenue, the Company's operating results show change of more than 20%, compared to 2021. Explanation of such change, detailed operations and ways to improve competitiveness from the Management are as follows:

Operating Results of MCOT Plc. and Subsidiaries

Unit: Million Baht (Reviewed)

	2022	2021	% YoY
Total Revenue	1,407	1,584	-11
Television	414	475	-13
Radio	361	402	-10
Broadcast Network Operator (BNO) + C-Band	496	466	+6
Digital and new business	115	84	+37
Others	21	85	-75
Fair value gains and losses of investment property	-	72	
Total Expense	1,419	1,408	+1
Financial income	1	2	-50
Financial cost	-30	-23	+30
Income tax expenses	-	-14	
Profit (loss) for the Period	-41	164	-125
Profit (loss) attributable to Parent Company	-38	165	-123
Profit (loss) attributable to non-controlling interests	-3	-1	-
Earning (loss) per Share	-0.06	0.24	-125

Significant Remarks in MCOT's Financial Statements

1. Due to service provided to broadcast T Sports 7, a public service channel operating since Q3-2021, BNO business is able to generate more revenue than TV and radio.

2. MCOT has won the auction for FM radio frequencies, thus acquired 47 frequencies to operate across the Country, for a period of 7 years, effective from April 4, 2022 to April 3, 2029. The 47 frequencies consist of:

- 6 stations in Bangkok and vicinity
- 41 stations in regional areas

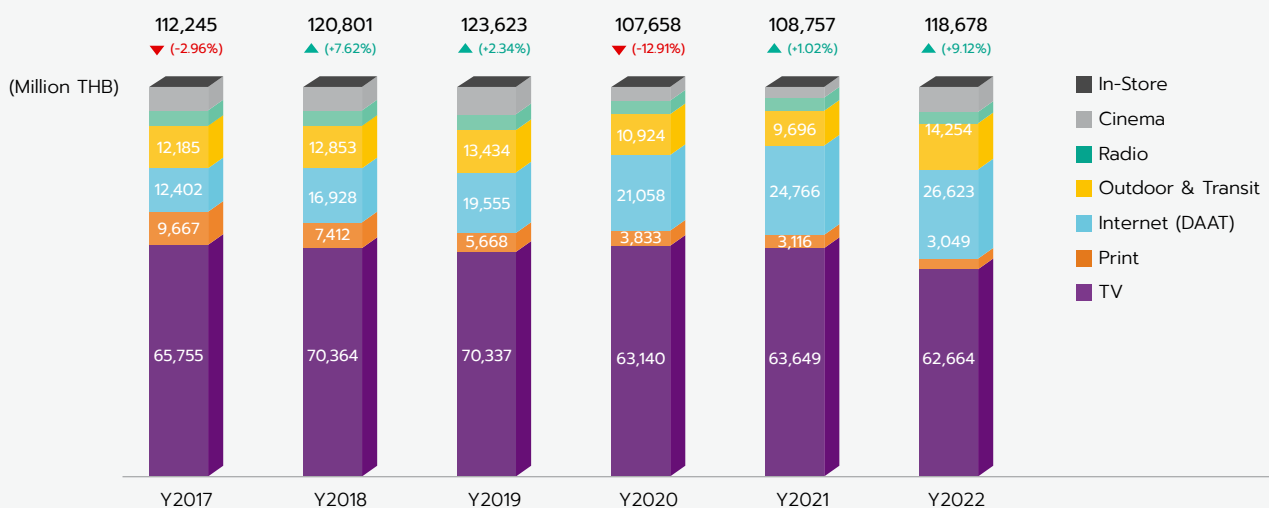
3. After winning the auction for FM radio frequencies on February 21, 2022, MCOT is required to pay the auction fee of 544 million Baht to the National Broadcasting and Telecommunications Commission on March 24, 2022, causing the Company's average monthly cost to rise 6 million Baht.

4. Rental of assets (studio and master control room) for broadcast of T Sports 7 is a new business whose revenue is recognized since the end of Q1-2022.

5. Although the deadline for utilization of 50 rais of land (new business) is extended, MCOT is able to generate revenue through leasing part of the land to CKST Joint Venture. Revenue is recognized in Q1-2023.

Overall Industry

THAILAND MEDIA SPENDING



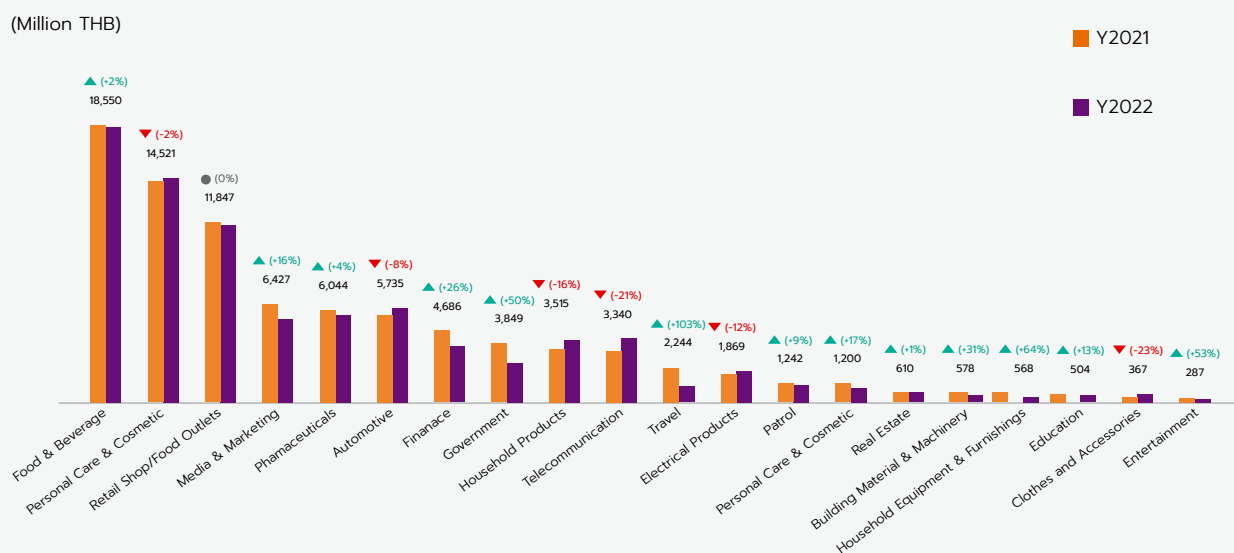
Source: AGB Nielsen Advertising Information Service, DAAT (Digital Advertising Association ZThailand)



Source: AGB Nielsen Media Research (Thailand) Ltd.

Nielsen Thailand reveals that Thailand's advertising spending in 2022 valued at 118,678 million Baht increases, compared to 2021. TV remains the most spent medium among other media, accounting for 53% of the total spending. The overall spending in December 2022 decreases 2%, compared to the same period of 2021.

THAILAND MEDIA SPENDING BY INDUSTRY



According to advertising spending in 2022 (January - December), spending in media and marketing industry is worth 6,427 million Baht, a 16% increase. Finance industry spends 4,686 million Baht, a 26% increase, whereas telecommunication industry spends 3,340 million Baht, a 21% decrease.

Advertising spending on various media is summarized below.

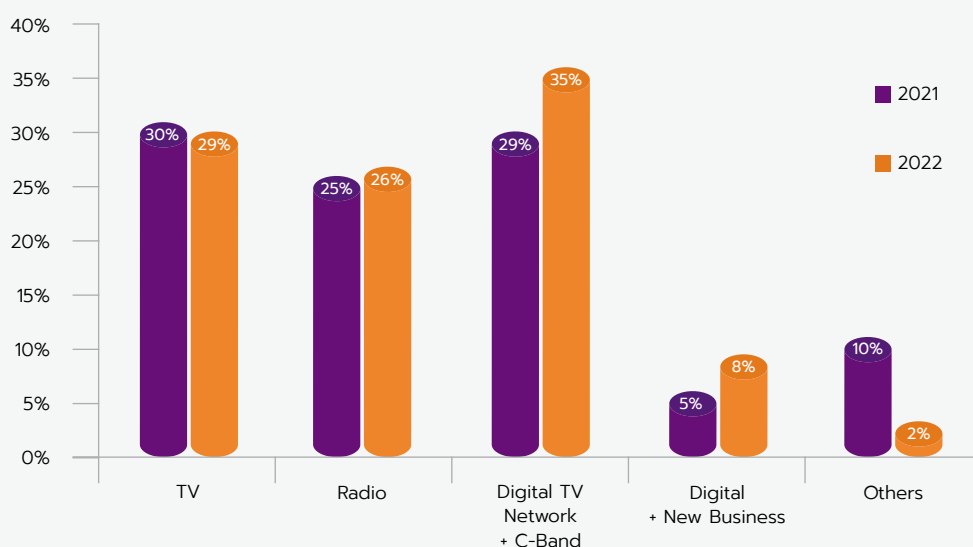
Media	Amount (Million Baht)	%	% Change compared to 2021
TV accounts	62,664	53	2% decrease
Internet	26,623	22	8% increase
Outdoor & Transit	14,254	12	47% increase
Cinema	7,730	7	117% increase
Radio	3,456	3	5% increase
Printed media	3,049	3	2% decrease
In-store	902	1	32% increase

Total Revenue

In 2022, MCOT's total revenue is 1,408 million Baht, an 11% decrease, compared to 2021. Revenue structure is as follows:

- Broadcast Network Operator and MCOT satellite network (35%)
- TV (29%)
- Radio (26%)
- Digital and new business (8%)
- Others (2%)

Revenue structure in comparison between 2022 and 2021



MCOT's total revenue in 2022 decreases 11%, compared to 2021, due to declined revenue from traditional media (TV and radio). In addition, the 2022 Financial Statements is revised in which a record of fair value gains and losses of investment property valued at 72 million Baht is added. This item, however, does not show numerical value from actual performance. In 2022, BNO business continues to generate most revenue for the Company.

Details of revenue from each business are as follows:

- BNO revenue of 496 million Baht increases 6%, compared to the 2021, due to service provided to Sports Authority of Thailand for broadcast of T Sports 7, since July 2021.
- TV revenue of 414 million Baht decreases 13%, compared to 2021, due to decreased revenue from government's special projects promoted during news programs causing revenue from news programs to drop 22%. On the other hand, MCOT is able to generate revenue from air-time rental and host broadcaster operation for APEC 2022 and other special events.

- Radio revenue of 361 million Baht decreases 10%, compared to 2021 due to factors including 1) number of radio stations reducing to 47 and 2) customer hesitating to make decision on planning media for marketing events before the auction for FM radio frequency being held. Nevertheless, radio business shows a positive sign. In Q4-2022, revenue increases 11%, compared to the previous quarter. The highest revenue-generating station is FM 95 MHz., followed by FM 100.5 MHz., FM 96.5 MHz. and MET 107 MHz.

- Revenue from digital and new business of 115 million Baht increases 37%, compared to 2021 due to an increase in advertising revenue from social platforms (YouTube and Facebook) and revenue sharing from selling products through Shop Mania program. Also, MCOT has begun to recognize revenue from rental of assets (studio and master control room) in Q1-2022.

Total Expenses

In 2022, total expenses are 1,449 million Baht, a 1% increase, compared to 2021, partly due to increased operation cost of TV, radio and BNO. Since Q2-2022, MCOT has begun to record amortized cost of the license fee (radio), causing the Company's average monthly expenses to rise 6 million Baht. The structure of expenses is as follows:

- Cost of sales and services 67%
- Amortized cost 6%
- Administrative cost 25%
- Financial cost 2%

Net Loss

The Company's operating results in 2022 shows loss of 41 million Baht. However, in Q4-2022, MCOT is able to resume profitability of 277 million Baht, compared to Q3-2022, due to increases revenue from traditional media (TV and radio). At the same time, the Company is able to manage and control expenses despite a record of amortized cost of radio license fee.

Assets, Liabilities and Shareholder's Equity

Unit: Million Baht (Reviewed)

	December 31, 2022	December 31, 2021
Asset	10,092	9,909
Liabilities	3,316	3,142
Shareholder's equity	6,776	6,767

As of December 31, 2022, the Company had total assets of 10,092 million Baht, which increase from December 31, 2021, due to the following factors:

1) Decreased current assets by 161 million Baht, as a result of Decrease in cash and cash equivalent due to payment of license fees and increase in accounts receivable and debtors and unsettled payment of sponsorship for BNO rental from the NBTC.

2) Increased non-current assets to 344 million Baht, as a result of Increase in non-current assets including licenses to operate radio frequencies, music rights, and software and graphic systems.

Total liabilities are 3,316 million Baht, partly due to a long-term loan from a financial institute for the license fee payment and shareholder's equity are 6,776 million Baht.

MCOT has cash/cash equivalent and short-term investment totaling 222 million Baht. The Company also possesses land assets as shown in Statement of Financial Position (property for investment) worth 8,122 million Baht (3 plots of land with total area of 149 rais). This reflects the Company's financial and liquidity remains strong.

Ability of Asset Management

1) Quality of Accounts Receivable

MCOT adopts the Accounting Standards No. 9 on Financial Tools, allowing the Company to estimate doubtful accounts based on analysis on debt payment experiences and future debt payment. In 2022, accounts receivable are 340.86 million Baht, a 56.49% increase compared to 20201. Details of debtors categorized by debt collection period were shown in Notes to Financial Statements No. 8.

In terms of debt collection period, 90-day overdue debt in 2022 is 284.00 million Baht, while that in 2021 is 294.05 million Baht. This reflects the improved ability of the Company to collect debts.

2) Credit Policy and Period

The Company's policy on credit period is from 30 - 90 days. Since MCOT generates revenue from government agencies, credit period is determined in accordance with the various groups of customers. Details of debt period and overdue debt are shown in Notes to Financial Statements No. 8 and 4.15 on Financial Tools, Accounts Receivable and Assets from Agreements. The Accounting Standards No. 9 specifies that analysis on debt payment experiences and estimation of future debt payment must be carried out.

3) Inventories

In 2022 - 2021, the Company does not have inventories. This is in line with the type of business that provided media and content production services, therefore possessed little inventories. Content that are broadcasted was recorded as amortization of intangible assets.

4) Temporary Investments

Unit: Million Baht		
	December 31, 2022	December 31, 2021
Total short-term deposit	86.65	108.45

At the end of 2022, the Company's short-term investments are the bank deposit with the maturity period longer than 6 months amounting to 86.65 million Baht, which decreases of 20.10% from 2021.

5) Components of Other Assets and Cause of Changes

At the end of 2022, the Company's assets totals 10,092.04 million Baht, which increase 182.61 million Baht or 1.84% from the previous year, due to intangible assets acquired in 2022. On February 25, 2022, the NBTC Meeting No. 1/2022 resolves that MCOT wins 47 frequencies in the auction for FM radio frequencies for broadcast business at the national level. The auction fee and license fee total 508.66 million Baht. The license period is 7 years, effective on April 4, 2022.

Liquidity and capital adequacy

MCOT consistently monitors liquidity risks and manages cash and cash equivalent. The management studies capital adequacy for business operations to be able to compete in the current business situation and to avoid fluctuations in cash flow. MCOT has cash/cash equivalent and short-term investment totaling 222 million Baht, comprising cash and cash equivalent of 135 million Baht, a 63% decrease compared to 2021 due to payment for radio license fee and current ratio of 1.47 times.

Liabilities and Obligations

Obligations with unrelated individuals or businesses are shown in Notes to Financial Statements No. 25.

Factors Affecting Future Operations

MCOT studies and collects factors affecting future operations as follows:

1. MCOT consistently improves its programming. In 2023, to enable sustainable growth, MCOT will partner with program producers in producing creative and unique programs under the concept of "Trusted and Creative Content". 9 MCOT HD aims to achieve its place in top ten stations. MCOT is entrusted to be the Host Broadcaster of the APEC 2022 and broadcast many important events.

2. MCOT is one of the BNO operators. Currently, there are 4 clients including Thairath TV (HD channel), Parliament TV (public service channel), 9 MCOT HD (HD channel) and T-Sports (public service channel). In the future, if the regulator grants additional licenses to operate public service channels for operators, MCOT will be able to provide the services for the licensees and generate more revenue.

3. MCOT is granted licenses to operate FM radio frequencies at the national level for a period of 7 years. Operating 47 stations across Thailand, MCOT is the sole broadcaster who owns most radio stations, consisting of 6 in Bangkok and vicinity and 41 in regional areas. In 2023, analysis of listeners will be conducted to improve programming and expand channels of listening as well as to arrange activities to engage fans of each station.

4. Property development: MCOT possesses 3 plots of land with a total area of 149 rais, which are being developed and classified into property for investment. The fair value in 2022 totals 8,122 million Baht. Development of the land on Thiam Ruam Mit Road in Ratchada - Rama IX area (50-1-30.5 rais) is a pilot project for business development.

5. Digital and new businesses: In 2023, many projects are in the development process to generate new revenue. MCOT needs to explore additional investment in the businesses and is open for partnership to create opportunity in the future.



5 GENERAL INFORMATION AND OTHER

5.1 Other significant information

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

5.2 Legal disputes

MCOT Plc. had the cases and disputes that have not yet been resolved, and may give the material effect to its operation as of December 31, 2022 as described below.

1. International Engineering Public Company Limited (IEC)

As of April 22, 2016, International Engineering Public Company Limited (IEC) instituted the civil case against MCOT Plc. for an offence of the contractual breach (business contract relating to the television business in the DVB-T/H system on UHF frequency, Channel 58), and claimed for damage amounting to Baht 244.77 million with interest of 7.5% per annum calculated from the filing date up to the date the payment is completely made, and demanding to return the Letter of Guarantee issued by Krung Thai Bank, the fee of issuance the Letter of Guarantee, warehouse rent in Singapore at a rate of every 6 months amounting to 5,136 Singapore Dollars from September 13, 2016 onward with interest of 7.5% per annum as well as the maximum legal fee.

MCOT Plc. requested the Court to give a decision on the jurisdiction of courts. On December 22, 2016, the Administrative Court and the Civil Court were of opinion that this case should be under the jurisdiction of the Administrative Court; therefore, this case was transferred to the Administrative Court for further consideration.

Up to now, this case has been on trial proceedings of the Central Administrative Court.

2. Strong Brothers 1961 Company Limited

Strong Brothers 1961 Company Limited instituted the civil case against MCOT Plc. in an offence of the breach of contract by claiming back the capital amounting to Baht 26.70 million.

On March 27, 2020, the Court passed a judgment that the Defendant had to pay Baht 9.47 million with interest of 7.5% per annum, starting from November 11, 2017 up to the date the payment would be fully made to the Plaintiff.

Strong Brothers appealed against such decision.

The Appeal Court modified such decision by ordering the Defendant to pay for Baht 18.62 million with interest of 7.5% per annum upon the filing date (August 20, 2018 up to April 10, 2021, and interest of 5% per annum from April 11, 2021 up to the date the payment would be fully made to the Plaintiff.

On October 12, 2021, The Office of Civil Litigation, Office of the Attorney General, sent a letter to MCOT Plc. to notify this case in the Appeal Court. The Office of Civil Litigation considered and had an opinion that such decision of the Appeal Court was not accurate to certain facts and legal issues, so an appeal should be lodged with the Supreme Court.

On November 9, 2021, MCOT Plc. submitted a letter to the Office of Civil Litigation, Office of the Attorney General to ask assistance to lodge an appeal to the Supreme Court.

On September 15, 2022, the Office of Civil Litigation, Office of the Attorney General sent a letter to MCOT Plc. to notify of the Supreme Court's order (leave to Dika appeal) permitting the Defendant (MCOT

Plc.) to lodge an appeal to the Supreme Court, and accepting such appeal together with the petition for stay of execution during such appeal with the Supreme Court. The Supreme Court also had the Court of First instance take actions to make the Plaintiff solve the petition, and object to the petition for stay of execution within 15 days (from September 8, 2022) onward.

Up to now, this case has been on trial proceedings of the Supreme Court.

3. Playwork Company Limited

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

MCOT Plc. requested the Office of the Attorney General to plead and defend this case, and to submit the statement of defence to the Central Administrative Court.

On July 16, 2021, the public prosecutor, Special Prosecutor for Administrative Litigation 2, submitted the statement of defence to the Central Administrative Court.

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

On September 14, 2020, MCOT Plc. exercised the rights to legal proceeding to file a lawsuit with the Central Administrative Court against the National Broadcasting and Telecommunications Commission

as Prosecuted Person 1, the Office of the National Broadcasting and Telecommunications Commission as Prosecuted Person 2, and the Secretary-General of the National Broadcasting and Telecommunications Commission as Prosecuted Person 3.

On September 13, 2021, the National Broadcasting and Telecommunications Commission as Prosecuted Person et al, being 3 in total (prosecuted persons) submitted the statement of defence to the Central Administrative Court.

On October 24, 2021, the Central Administrative Court sent a notice to MCOT Plc. as the Plaintiff to prepare and submit an objection to the statement of defence to the Court within 30 days. MCOT Plc. requested the Court for 4 extensions of submitting such objection to the statement of defence. Later, the Court gave order for the last permission on such extension, so the submission of the objection to the statement of defence was scheduled on March 29, 2022.

On March 29, 2022, MCOT Plc. submitted the objection to the statement of defence to the Central Administrative Court.

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



6 CORPORATE GOVERNANCE POLICY

6.1 Corporate Governance Policy and Practice Guideline

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

The Board of Directors is determined to supervise the Company's operation to ensure that it is in conformity with the good corporate governance principles and policy. Therefore, the principles and policy are regularly reviewed and updated. The Board has considered and applied the implementation of the Corporate Governance Code for Listed Companies 2017 (CG Code 2017) by considering the Company's context, reviewed the corporate policy in response to the CG Code 2017 and the Good Corporate Governance Guideline of State Enterprise B.E. 2562 (2019) as well as SEPO's guideline, and prepared corporate governance manual.



Corporate Governance Policy

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

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

Board of Directors' Policy and Guideline

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

1. Composition and Appointment of the Board of Directors

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

2. Independence of the Board of Directors

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

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

3. Role and Responsibility of the Board of Directors

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

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

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

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

5. Appointment of Specific Committee

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

6. Board of Directors' Meetings and Information Receiving

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

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

7. Corporate Secretary

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

8. Board of Directors' Performance Appraisal

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

9. Remuneration of the Board of Directors and President

MCOT Board of Directors and Presidents cannot decide self-remuneration due to conflict of interest. Remuneration shall be considered by the Remuneration

Committee and submitted to the Board of Directors for approval. Directors' remuneration shall be approved by the shareholders' meeting. (Details on remuneration of the Board of Directors and the President is presented under the Section 2 on 7.4.2 Executive Remuneration Policy, and 8.1.2 (2) Remuneration Payment to the MCOT Board of Directors.

10. Succession Plan

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

11. Director Development

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

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

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

Governance of Subsidiaries and Associated Companies

Governance mechanism

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

Policy on Investment in Subsidiaries and Associated Companies

MCOT Plc. has a policy to invest in subsidiaries and associated companies operating media and communications business in and outside Thailand, and related media and communications businesses that will bring greater benefits to media business. The main objective is to be the medium in providing knowledge and creating understanding to support the improvement of quality of life, quality, ethics and morality of the people and national security. Investment in subsidiaries and associated companies also supports and promotes MCOT's businesses. As of December 31, 2020 (according to separate financial statements), MCOT Plc.'s investment in subsidiaries, namely Panorama Worldwide Co., Ltd. and Seed MCOT Co., Ltd., totaled Baht 4.90 million, and investment in associated companies totaled Baht 14.41 million.

Total investment in these businesses accounts for 0.19 percent of the total assets of MCOT Plc.

In terms of joint ventures, which mostly operate media and related business, the Company holds less than 50 percent stake in these companies. MCOT, therefore, does not control the operation or set direction for key operations of such joint ventures, except in case that the joint venture contract requires MCOT to give consent on certain matters.

Policy and Guidelines on Shareholders and Stakeholders

1. Right of Shareholders

MCOT Plc. realizes the importance of and respects shareholders' right. The Articles of Association, Section 3 on Shareholders Meeting and in the Corporate Governance Policy, Section 6 on Shareholders and Stakeholders provide details and practices that ensure protection of shareholders' basic rights, including the right to receive sufficient information from the Company, participation of the shareholders meeting, and exercises of the voting rights on significant matters. In 2022, the Company received "100 scores" from the AGM Checklist 2021 assessed by the Thai Investors Association.

● Shareholders' Meeting

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

In 2022, MCOT Plc. organized online 2022 Annual General Meeting of Shareholders of MCOT Plc. on Thursday, April 21, 2022, via live broadcast from the Auditorium, 6th Floor, Television and Radio Operation Building, MCOT Plc.

● Notice to the Meeting

MCOT Plc. assigned Thailand Securities Depository Co., Ltd., the share registrar of MCOT Plc., to deliver the notice to the 2021 Annual General Meeting of Shareholders, as well as other enclosures to every shareholder as listed in the book of shareholders' registration on record date for the right to attend the 2022 Annual General Meeting of Shareholders and under Section 225 of the Securities and Exchange Act for not more than 2 months before the meeting date and not less than 14 days from the date on which the Board of Directors approves the Annual General Meeting date. The notice, prepared in both Thai and English version, contains all details, including meeting agenda items, enclosures to each agenda item, opinions of the Board of Directors, proxy forms as required by the Ministry of Commerce, a list of independent directors to be authorized to attend the meeting on behalf of the shareholders, and a map of meeting location. The notice shall inform the shareholders of documents to be declared on the meeting date to retain their right of attendance, as well as other conditions, rules and practice for the meeting. Thailand Securities Depository Co., Ltd. normally delivers the notice to every shareholder by not less than 28 days prior to the meeting date. This matter is also posted on a daily newspaper for 3 consecutive days. In addition, the shareholders may receive information about agenda items of each meeting, both in Thai and English, via MCOT Plc.'s website at "www.mcot.net/ir" about 30 days prior to the meeting date so that the shareholders have adequate time to study all related information before the meeting.

● Procedure of Shareholders' Meeting

MCOT held online meeting according to the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and the Ministry of Digital Economy and Society's Announcement on Security of Electronic Meetings

B.E. 2563 (2020) to provide shareholders with adequate and appropriate convenience on the meeting date. Shareholders can register through the Inventech Connect system of Inventech System (Thailand) Co., Ltd. at least 2 hours and the registration continues until the meeting adjourns.

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

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

In the 2022 Annual General Meeting of Shareholders of MCOT Plc. held on April 21, 2022 at Auditorium 5, 6th Fl., Television and Radio Operation Building, MCOT Plc., Huaykwang, Bangkok, there were 13 Directors of MCOT Plc. present at the meeting,

representing 100 percent of the total Directors in office. The Directors holding position in specific committees, especially the Chairman of the Audit Committee and the Chairman of the Nomination Committee as well as top executives and the Company's Auditor, attended the meeting to explain issues relating to meeting agenda items and to answer the shareholders' queries. Each director of MCOT Plc. is normally aware of practice guideline in case that he/she is a stakeholder or has a conflict of interest in any agenda item which sets out that he/she must inform the meeting of such and request to stay outside the meeting.

Disclosure of Shareholders' Meeting Resolution

In 2022, MCOG Plc. submitted the shareholders' meeting resolution report to the Stock Exchange of Thailand and the Securities and Exchange Commission in the evening of the meeting date (Thursday, April 21, 2022) and submitted the meeting minute (which was completely recorded by clearly separating agenda, presenting the number of Directors attending/not attending the meeting, queries by shareholders, clarification by the Board of Directors, vote counting methods, and the voting results of each agenda) to the Stock Exchange of Thailand and the Securities Exchange Commission within 14 days after the meeting date. Such minutes and video record of the meetings are also posted on MCOT website (www.mcot.net/ir).

2. Equitable Treatment to Shareholders

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

In each meeting of shareholders, if a shareholder is unable to be present at the meeting, he/she may authorize a person or an independent director of MCOT Plc. to act as his/her proxy to attend and vote on his/her behalf in the meeting. Every shareholder is explicitly informed in the notice to the meeting of the meeting procedures as well as other important documents or evidence used in his/her proxy. In the 2022 Annual General Meeting of Shareholders held on Thursday, April 21, 2022, the Board of Directors appointed Mr. Kangwan Yodwisitsak, and Pol.Lt.Gen. Sirichun Chunsangsawang as the proxies.

To prioritize the shareholders, and to promote the good corporate governance, the shareholders had several alternatives to submit their enquiry on the agenda prior to the meeting via post, e-mail and facsimile from March 23, 2022 up to the meeting date, but no enquiry has been submitted by any shareholders.

Proposal of Meeting Agenda and Director Nomination

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

Shareholders' Facilitation at the Shareholders' Meeting

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

Proxy Appointment

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

Policy on conflicts of interest

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

the meeting agenda, and he/she must temporarily leave the meeting when such agenda item is being considered.

The Directors, executives and other related persons must report the Company, within 30 days upon the date of their appointment, their interest or the interest of their related persons. This is also applicable to cases of any change or emerging of a transaction that a director, executive or connected person has a conflict of interest, either direct or indirect, within the year. The Corporate Secretary shall submit a copy of the conflicts of interest report to the Chairman of the Board and the Chairman of the Audit Committee for acknowledgement within 7 business days upon the date of receiving such report. To retain and protect the use of the internal confidential information, all directors and executives of MCOT Plc. shall be notified in writing to refrain the trading of securities of MCOT Plc. or other listed companies at least 1 month before submitting any announcements, which materially affect the Company's financial status, to the Stock Exchange of Thailand, and at least 3 days after such announcement. The report on holding of securities must be submitted within 30 days after the appointment. Every trading of securities must be reported to the Board of Directors of MCOT Plc. or any person authorized by the Board at least 1 day before each trading, and to the Securities and Exchange Commission in accordance with provisions set forth in the Securities and Exchange Act, B.E. 2535 (1992) within 3 business days. Holding of securities of the Company by its directors and executives must be disclosed in the annual report of the Company as well.

Each director and top executive of MCOT Plc. have a duty of submitting the assets and liabilities statement examination held by him/herself, his/her spouse and minor child to the Office of National Anti-Corruption Commission when he/she is first appointed to the office and in every 3 years of holding

office and after vacation from the office in according with the Organic Act on Counter Corruption, B.E. 2561 (2018). In this regard, MCOT Plc. shall submit a notice to each director and top executive pursuant to the timeframe.

3. Role of Stakeholders

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

● Shareholders

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

Good practice

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

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

3) Shareholders have the right to appoint a proxy to attend the meeting and vote on their behalf, and the right to receiving document and recommendation on appointing proxy. The legal proxy who has

already submitted the proxy form to directors attending the meeting shall have the right to attend the meeting and vote as if he/she is the shareholder. The shareholder may appoint an independent director to attend the meeting and vote on his/her behalf. A shareholder also has the right to receive sufficient and complete information about the profile and work experience of independent director for consideration.

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

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

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

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

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

Good practice

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

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

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

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

● Relationship with Trade Competitors

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

Good practice

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

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

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

● Procurement and Treatment of Partners (e.g., joint producers, goods and service suppliers)

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

Good practice

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

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

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

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

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

MCOT Plc. highly values efficient procurement process that complies with rules, regulations and related laws. It has selected trade partners through systematic, transparent and fair process. The annual procurement plan is prepared and publicly disclosed on the Company's website in compliance with the Public Procurement and Supplies Administration Act, B.E. 2560 (2017), related regulations and orders related to procurement with strict selection process. MCOT Plc. shall consider the qualification of the suppliers, quality, price, delivery, after-sales services, warranty, and other conditions. Performance of trade partners shall be reviewed together with qualification screening in the next procurement project. The Company has also adopted anti-corruption policy by refrain from engaging in a transaction with a person, company or organization that has been involved with corruption.

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

● Responsibility towards the Society and Community

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

Good practice

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

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

3) Environmental responsibility among its employees.

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

● Safety, Health and Environment Principle

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

Good practice

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

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

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

4) MCOT Plc. shall organize training and provide information to educate and create understanding among its employees and related stakeholders on its workplace health, safety and environment policies, rules and regulations, operational procedure and cautions in order to correctly perform their duty without causing harm to their health and assets.

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

● Principle on Treatment towards Employees

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

Good practice

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

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

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

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

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

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

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

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

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

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

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

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

Good Practice

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

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

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

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

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

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

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

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

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

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

Respect for Legal and Human Right Principle

The Board of Directors has a policy to treat all stakeholders with respect for human dignity, right, freedom, and equality of persons, without infringement

of basic right or intellectual property. The executives are encouraged to communicate with all stakeholders to exchange information, listen to their requests, opinions and recommendations in case they are treated unfairly by MCOT Plc. or experience any act that is or considered fraud or misconduct in order to ensure good cooperation and maintain good relationship in a sustainable manner.

Information Disclosure and Transparency

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

Board of Directors' Financial and Non-Financial Reports

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

The Company disclosed financial information, especially the financial statements, which was reviewed/audited by EY Co., Ltd., an independent and reliable professional auditor, that it was correct in the essence of the generally accepted accounting principles. The information was approved by the Audit Committee/Board of Directors before disclosed to the shareholders. The Board of Directors included

the management responsibility of the financial reporting and the Auditor's Report in the 56-1 One Report. For non-financial information disclosure, the Company disclosed the connected transaction, management analysis, risk management, internal control, good corporate governance policy, and the Code of Conduct in the annual registration statement and on MCOT Plc's website.

Relationship with Investors

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

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

- Vision and mission
- Nature of business
- Article of Association, Memorandum of Association
- Board of directors and the management
- Direct and indirect shareholding of the Board of Directors and executives
- Organizational structure, shareholding structure of the group of company
- Annual report
- Annual registration statement
- Notice to Meeting

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

4. Use of Internal Confidential Information

The Company has formulated the guideline for information maintenance and prevention of internal information in writing as part of the corporate governance policy, MCOT's Ethics Regulations and Code of Conduct, and the corporate governance manual to prevent misuse of information. Paying high importance to maintaining and preventing internal information, the Company ensures that directors, executives and employees strictly adhere to such guideline. To retain and protect the use of the internal confidential information, all directors and executives of MCOT Plc. are notified in writing to refrain from trading of securities of MCOT Plc. or other listed companies at least 1 month before announcement of information that materially affect the Company's financial status is submitted to the Stock Exchange of Thailand, and at least 3 days after such announcement. The directors, executives and employees shall inform the Company of their securities holding within 30 days after appointment and inform the MCOT's Board of

Directors or persons assigned by the Board of Directors of any transaction at least 1 day before each trading, and to the Securities and Exchange Commission in accordance with provisions set forth in the Securities and Exchange Act, B.E. 2535 (1992) within 3 business days. Holding of securities of the Company by its directors and executives must be disclosed in the annual report of the Company as well.

5. Conflict of Interest

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

- To perform duties according to the provisions of laws, objectives and regulations of MCOT Plc., and the resolution of the shareholders' meeting
- To perform duty with integrity and care for the current and future benefits of all stakeholders
- To manage the Company with no bias or influence from politics and keep neutral positioning to maintain the Company's reputation
- Not to be involved in any businesses competing with MCOT Plc., avoid any connected transaction that may cause conflicts of interest to the Company, not to be a director in any juristic person which receives concession from, jointly invests in or has stakes in the Company's businesses unless he/she is authorized by the company but not being a major shareholder with significant controlling the authority such as policy setting, management or actions of such juristic person, nor be a director authorized to act on behalf of such juristic person;
- Not to accept any money, assets or any other interest illegally offered by other persons, which shall include the authorization to any other person to have such action on behalf of him/her; and
- Not to accept or ask for money, assets or any other interest other than rightful benefits from the Company except in normal traditional occasions or festivals when gifts without trading value or with

the price not more than Baht 3,000.- are acceptable. This prohibition includes any financial relation or financial leverage with customers or persons related in the Company's businesses

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

Preparation of Report of Items that May Involve Conflict of Interest with MCOT Plc.

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

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

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

Report on Changes in Security Holding

To protect the use the internal significant information, MCOT Plc. assigned the Board of Directors and executives, meaning their spouse and underage children, to report to the Board of Directors or the person assigned by the Board of any changes

in MCOT security holding at least 1 day before trading, and report the changes to the Securities and Exchange Commission and the Stocks Exchange of Thailand within 3 days from the trading, selling, transfer or transfer acceptance according to the Securities and Stock Exchange Act B.E. 2535 (1992).

MCOT Plc.'s corporate governance policy also requires directors and executives to refrain from trading of securities of MCOT Plc. or other listed companies at least one (1) month before announcement of information that materially affects the Company's financial status is submitted to the Stock Exchange of Thailand, and at least three (3) days after such announcement. The Corporate Secretary shall send a letter to inform the directors and executives before the financial statements are publicly disclosed to prevent the illegal use of insider trading.

Assets and Liabilities Statement Submission to the NACC

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

Report of Conflict of Interest in Meeting

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

Consideration and Review of Connected Transaction

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

6. Right of Shareholders

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

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

7. Anti-Corruption

MCOT Plc. has adhered to integrity, transparency, morality, and checkable business operations under corporate responsibility for the whole society and stakeholders, and under the principles of good corporate governance. MCOT Plc. has firmly recognized that corruption is the severe threat causing huge damages to the economic and social development, it, therefore, signed the Memorandum of Understanding on Corruption Prevention and Suppression with the Office of National Anti-Corruption Commission (NACC), the State Enterprise Policy Office (SEPO), and other 55 state enterprises with an aim at promoting, supporting and creating a cooperation network to implement the national strategic plan for corruption prevention and suppression. MCOT Plc. has also participated in the Private Sector Collective Action Coalition against Corruption (CAC), and announced its "anti-corruption" policy as the business operation practice combatting all types of corruption. MCOT Plc. has formulated no policy for political assistance, either direct or indirect support. However, MCOT Plc. pays respect to right and freedom, and encourages its employees to exercise their political right as required by law under the democratic form of government with the Monarch as the Head of State.

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

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

In case an MCOT personnel acts or refrain from acting or contributing to any action that is contrary to the terms of the Anti-Corruption Policy, MCOT Plc. shall take legal action against the person. To monitor and evaluate the implementation based on the anticorruption policy, MCOT Plc. has provided an efficiency inspection by systematically collecting all information about its business operations for inspection at any time. The President and related executives of MCOT Plc. shall govern and ensure the implementation of anti-corruption measures. The Audit Committee has a duty of ensuring the appropriateness and adequacy of any anti-corruption systems and measures. The internal audit results in relation to anti-corruption measures of MCOT Plc. shall be reported to the Audit Committee.

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

1. Establishing the Anti-Corruption Operations Center directly reporting to the Office of the President and under the supervision of the Anti-Corruption Operations Center Commission of MCOT Plc. The Center

is responsible for preparing recommendations and guideline for policy making, measures and operation plans for prevention and suppression of corruption and misconduct in conformity with the National Strategy on anti-corruption. In promoting morality and ethics, the center promotes and encourages its employees to comply with the Code of Conduct. Other tasks of the center includes coordinating and cooperating with external organizations, such as the National Anti-Corruption Commission (NACC), the Office of the Public Sector Anti-Corruption Commission (PACC), the State Enterprise Policy Office (SEPO) and the network of state enterprises related to prevention and suppression of corruption as well as regulators, in the prevention and suppression of fraud and misconduct.

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

3. MCOT Plc. has been certified as a member of the Private Sector Collective Action against Corruption since May 25, 2017 and such membership has continued up to now. In 2022, the membership of the Private Sector Collective Action against Corruption was renewed. The renewal criterion was to answer 71 questions, which has been completed by MCOT Plc. in December 2022. The membership term of MCOT Plc. would expire on February 6, 2023.

4. Integrity & Transparency Assessment (ITA) project

The Office of National Anti-Corruption Commission (NACC) has surveyed the degree of integrity and transparency in government agencies

(including state enterprises) using a survey designed to measure the degree of morality and transparency in government agencies. The survey results reflect the degree of operation transparency in those government agencies, and would be used to improve and develop transparency in the operations of government agencies. As a state enterprise and listed company, MCOT is eligible for the survey. The Company prepared the evidence-base integrity & transparency assessment while the NACC conducted an internal survey on opinions of MCOT employees, and an external survey on opinions of service receivers and stakeholders to support the assessment. The information of MCOT Plc. in 43 topics has been also disclosed to the public (Open Data) according to the criteria established by the NACC as the supporting information for an evaluation. In 2022, MCOT received 89.28 scores from an evaluation of its morality and transparency in the operations in the category of the government agency or in Level A, which is a good level consistent with the Master Plan under the National Strategy in respect with anti-corruption and misconduct that is the core target to make each government agency enhance transparency, and free from corruption and misconduct.

5. Announcement of the Government and Private Sectors' Intent to Fight against Bribery

MCOT Plc. signed the Memorandum of Understanding to support the national strategy on prevention and suppression of corruption, Phase 3 (2017 - 2021) with the Office of the National Anti-Corruption Commission, State Enterprise Policy Office, and 54 other state enterprises to drive continuity and concrete action to fight against corruption. MCOT Plc. also participated in "Government-Private Sectors Drive Bribery-Free Business" to announce its intent to fight against bribery by working closely with the government and private sectors.

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

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

7. MCOT's receipt of the Moral Organization Award

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

Based on the assessment criteria, the moral organizations would be divided into 3 levels: moral promotion level; moral organization level; and moral model level. In 2022, MCOT Plc. as an agency under the supervision of the Office of the Prime Minister, was assessed to stay in "moral organization" level.

8. Other activities

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

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

the anti-corruption policy of MCOT Plc. as well as the criteria on self-assessment on anti-corruption measures under the CAC project, which has continued since 2015.

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

- Directors, executives, and staff members of MCOT Plc. have regularly attended anti-corruption training programs/seminars/activities held by external organizations, either government or private sector.

- Staff members of MCOT Plc. have been encouraged to attend internal and external anti-corruption activities such as study trip at Anti-Corruption Museum at NACC.

- The staff members of MCOT Plc. have attended the training and seminar programs relating to anti-corruption and moral promotion held by the NACC, the PACC, and Private Sector Collective Action Coalition against Corruption (CAC).

8. Code of Conduct

MCOT Plc. has formulated the Code of Conduct to ensure that its operations, management and business are transparent and trusted by the general public. The Company has introduced the regulations on morality, ethics and Code of Conduct of the Company, Board of Directors, senior executives, the management and employees in reference to the corporate governance system. Such regulations provide the framework for standard practice and appropriate operations, including

- Responsibility towards the nation and the society
- Responsivity towards the Company
- Responsibility towards shareholders
- Relationship with trade partners and competitors

- Ethical treatment of the supervisors, subordinates and colleagues

- Board of Directors, executives and employees

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

The Company has also defined the practice guideline to protect its employees who file complaints or report any information about illegal acts or breaches of company's regulations, rules and ethical guideline or whistleblower. The Audit Committee has been assigned to be responsible for whistleblowing and receive complaints.

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

The operations of MCOT Plc. have conformed to the good governance principles, and systematic, transparent, and checkable working procedure. In 2022, MCOT Plc. had some significant changes and development in its policy, practice guideline, and corporate governance system as described below.

1. MCOT Plc. obtained "Excellence" from Corporate Governance Report of Thai Listed Companies for the year of 2022.

2. MCOT Plc. has revised its anti-corruption policy to ensure that the contents stated in it covered all present fraud and corruption events. This revised policy was announced for implementation on June 9, 2022 in accordance with the Notification of MCOT Public Company Limited, No. 55/2565 regarding Anti-corruption Policy.

3. MCOT Plc. obtained 89.28 scores from the Integrity and Transparency Assessment (ITA) in 2022, higher from 2021 at 88.83 scores or an increase of 0.45 scores.

4. MCOT Plc. has added another channel to accept the complaints about corruption and misconduct of MCOT personnel at www.mcot.net via the following address: <https://ita.mcot.net/whistleblower/>.

5. MCOT Plc. has issued certain orders of MCOT Plc. with contents relevantly to the anti-corruption, including:

5.1 Order of MCOT Public Company Limited, No. 135/2565 regarding Disclosure of Conflicts of Interest by prescribing criteria and practice guideline relating to conflicts of interest.

5.2 Order of MCOT Public Company Limited, No. 195/2565 regarding Guideline of Handling the Petition and the Petition Handling Manual.

5.3 Order of MCOT Public Company Limited, No. 196/2565 regarding Practice Guideline and Procedure regarding Gift or Interest Offering or Receipt.


5.4 Order of MCOT Public Company Limited, No. 197/2565 regarding Practice Guideline of MCOT Plc. regarding Political Assistance.

5.5 Order of MCOT Public Company Limited, No. 198/2565 regarding Practice Guideline for Engaging Government Employees.

6. MCOT Plc. renewed the membership of the Private Sector Collective Action against Corruption for the third term on December, 2022.

8.2 Implementation of good corporate governance in other areas

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



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

7.1 Corporate Governance Structure

The management structure of MCOT Public Company Limited as of December 31, 2022 consisted of the Board of Directors of MCOT Plc., comprising 7 sub-committees to handle certain significant matters; namely, Audit Committee, Nomination Committee and Remuneration Committee, Labor Relations Committee, Corporate Governance and Sustainable Development Committee, the Risk Management Committee, and the Executive Committee whereas the President was the top management of the Company.

7.2 Information about the Board

7.2.1 Composition of the Board of Directors

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

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

At present, pursuant to the certificate issued by the Ministry of Commerce, as of December 31, 2022, the Board contained 11 directors comprising:

- 10 non-executive directors, representing 90.91 percent of the total number of directors
- 7 independent directors, which exceeds a half of the total board members, representing 63.64 percent of the board
- 1 executive director
- 3 female directors, representing 27.27 percent of the total directors

7.2.2 Information about the Board and controlling persons

The Board of Directors of MCOT Plc. as of December 31, 2022 consisted of:

List of Directors	Title	Tenor Period
1. Pol.Gen. Tawitchat Palasak	Chairman	July 29, 2020 - present (First Term)
2. Mr. Sommai Lakananurak	Vice Chairman	November 13, 2019 - July 29, 2020 (First Term) November 29, 2020 - present (Second Term)
3. Mr. Chanvit Nakburee	Director	October 25, 2022 - present (First Term)
4. Mr. Boonson Jenchaimahakoon	Director	April 25, 2019 - April 21, 2022 (First Term)
5. Miss Kornpranom Wongmongkol	Independent Director	April 21, 2022 - present (Second Term) April 30, 2021 - present (Second Term)
6. Asst. Prof. Kangwan Yodwisitsak	Independent Director	August 7, 2020 - April 30, 2021 (First Term) April 30, 2021 - present (Second Term)
7. Mr. Phaiboon Siripanoosathien	Independent Director	November 26, 2020 - April 21, 2022 (First Term) April 21, 2022 - present (Second Term)
8. Asst. Prof. Prasert Akkharapathomphong	Independent Director	November 26, 2020 - April 30, 2021 (First Term) 30 April 2021 - present (Second Term)
9. Mrs. Yanee Sangsrichun	Independent Director	April 30, 2021 - present (First Term)
10. Pol.Lt.Gen. Sirichun Chunsangawong	Independent Director	April 30, 2021 - present (First Term)
11. Mr. Sirote Ratanamahatana	- Independent Director - Director and Acting President - Director - Director and Acting President	July 29 - August 28, 2020 (First Term) August 29, 2020 - August 31, 2021 September 1, 2021 - August 31, 2022 September 1, 2022 - present

List of Directors resigning prior to the end of directorship term

List of Directors	Title	Resignation Date
1. Mrs. Pattaraporn Vorasaph	Director	June 1, 2022 - (Resigned Before the End of the Term)
2. Mr. Pravaid Audthasupapon	Independent Director	July 28, 2022 (Officially 65 years)
3. Assoc. Prof. Kasemsarn Chotchakornpant	President	September 1, 2022 (Resigned Before the End of the Term)

7.2.3 Information about roles and duties of the Board of Directors

Authority and Duties of the Board of Directors

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

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

Duties and Responsibilities of the Board of Directors

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

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

3. To consider and approve any significant transactions.

4. To consider and approve and/or give consent

to transactions and connected transactions between MCOT Plc. and related persons in accordance with notifications, requirements, and practice guidelines relating to such matters as stipulated by the Stock Exchange of Thailand.

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

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

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

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

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

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

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

the Stock Exchange of Thailand.

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

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

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

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

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

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

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

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

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

Authorized Signatory

In according with the Company's regulation, the authorized director to sign for and bind the Company is the President who signs his name with the Company's seal affixed or other two (2) of directors who jointly sign their names with the Company's seal affixed. As of November 8, 2022, the authorized directors to sign for and bind the Company include Mr. Boonson Jenchaimahakoon, Mr. Sirote Ratanamahatana, and Mr. Sommai Lakananurak, by which either two of them who jointly sign their names together with the Company's seal affixed.

Appointment and Removal of the Directors

1. The Company shall have at least 5 and up to 15 directors all elected by the Shareholders' Meeting. The Board of Directors must comprise at least three (3) members of the Audit Committee. Not less than half (1/2) of the total number of the directors shall reside in the Kingdom of Thailand, and all of them shall legally hold qualifications and no characteristics prohibited by laws. At least one (1) director shall have knowledge and skills in accounting and finance. As of December 31, 2022, the Board of Directors consisted of 11 directors, comprising 7 independent directors and 3 female directors. All of them had residence in the Kingdom of Thailand. There were 4 directors who had expertise, knowledge, and experience in accounting and finance including Miss Kornpranom Wongmongkol, Asst. Prof. Kangwan Yodwisitsak, Pol.Lt.Gen. Sirichun Chunsangawang, and Mrs. Yanee Sangsrichun.

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

- (1) a shareholder shall have a number of votes equal to the number of shares of which

he or she is in possession.

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

3. In every annual general meeting of the Company, one-thirds (1/3) of the Company's directors shall resign by rotation. Should the number of directors to be resigned by rotation not be divisible by three (3), the number of directors closest to one-thirds (1/3) of all directors shall resign in the first year. In the second year of the registration from the Company, the directors shall draw lots to determine as to who shall resign from the directorship. In the third and subsequent years, the longest-serving directors shall resign. Directors who resign by rotation may be re-elected and thus resume the office accordingly.

4. In case of vacancy of directorship other than term completion, the Board must elect a person possessing qualifications and no prohibited characteristics as prescribed by the Company's Articles of Association to serve as one at the next board meeting unless the remaining term of the director in question is less than two (2) months. The resolution of the Board of Directors requires votes for not less than three-fourths (3/4) of the remaining directors. Substituting directors can remain in office only for the remaining period.

5. A director may resign from his/her office

by submitting a resignation letter to the Company. His or her resignation shall become effective upon the date the letter arrives at the Company.

6. A resolution for resignation of any director prior to his/her term completion requires votes at least three-fourths (3/4) of the total shareholders present at the meeting and eligible to vote, and holding shares, when combined, not less than half (1/2) of shares held by all shareholders who attend the meeting and are eligible to vote.

Qualifications of Directors

A director shall possess the qualifications with no prohibited characteristics as required by Public Limited Companies Act, Act on Standard Qualification of Committee Members and Officials of State Enterprise, B.E. 2518 (1975) as amended, and related resolutions of the Council of Ministries, as follows:

- (1) being not more than 65 years of age;
- (2) not having been sentenced by a final judgment to imprisonment, except for a sentence for an offence committed through negligence or a petty offence;
- (3) not being a political official, except for holding a directorial position pursuant to a provision of law;
- (4) not being a person holding any position in a political party or an official of political party;
- (5) not having been expelled, dismissed or removed from work on the ground of dishonest performance of duties;
- (6) not being a person holding any position in a juristic person in which such state enterprise holds shares, except where entrusted by the board of directors of such state enterprise to hold a directorial position or other position in the juristic person in which such state enterprise holds shares;
- (7) not being a director or an executive or a

person having authority in the management or an interest in a juristic person who is a concessionaire or joint venture party, or having an interest relating the undertakings of such state enterprise, except for being a chairperson of the board of directors, director or executive by entrustment of such state enterprise;

- (8) an independent director shall possess the qualification on independence in accordance with the notification of the Stock Exchange of Thailand regarding the qualifications and scope of operations of the Audit Committee;
- (9) not holding the positions of directors in more than three state enterprises, inclusive of being ex officio directors and entrustments to perform official duties on behalf of others as directors.

MCOT Plc. supervises to ensure that one-thirds of the total directors of the Company are the persons who have been listed in the Director Pool provided by the Ministry of Finance. As of December 31, 2022, 6 out of 11 directors of MCOT Plc. have been listed in the Director Pool.

7.3 Information about Sub-committees

The Sub-committees were specified below.

(1) The Audit Committee

1) Asst. Prof. Kangwan Yodwisitsak	Chairman
2) Mrs. Yanee Sangsrichun	Member
3) Pol.Lt.Gen. Sirichun Chunsangawang	Member
4) Senior Vice President, Internal Audit Office	Secretary

All 3 members of the Audit Committee have engaged the adequate knowledge and experience to review the reliability of the financial statements of the Company. Asst. Prof. Kangwan Yodwisitsak completed the master's degree in business administration in the marketing and finance program from Sasin Graduate Institute of Business Administration of Chulalongkorn University; Mrs. Yanee Sangsrichun completed her bachelor's degree in business administration (accounting) from Ramkhamhaeng University; and Pol.Lt.Gen. Sirichun Chunsangawang completed her graduate in business administration (accounting) from Chulalongkorn University, and business administration (banking and finance) from Ramkhamhaeng university.

Authority and Duties

- (1) To publish the Internal Audit Charter of the Audit Committee to be in line with the scope of responsibilities for the Company's operations, which must be first approved by the Board of Directors. This Charter shall be reviewed at least once a year.
- (2) To ensure effectiveness and proficiency of internal audit, corporate governance and risk management procedure, risk management procedure pertaining to corruption, whistleblowing system, and anti-corruption measures of MCOT Plc.
- (3) To ensure accuracy and credibility of the Company's financial statements.
- (4) To ensure the Company's compliance with laws, rules, regulations, working procedures, Cabinet's

resolutions, announcements or orders relating to the Company's operations.

- (5) To review the Company's operations in accordance with the State Enterprise Assessment Model in 7 areas, e.g., corporate governance & leadership, strategic planning, risk management & internal control, stakeholder & customer, digital technology, human capital management, knowledge & innovation management.
- (6) To ensure the good internal control and independence of the internal audit.
- (7) To consider connected transactions or transactions with conflicts of interest or potential corruption affecting the Company's operations.
- (8) To consider and provide advice to the Board of Directors on appointment, transfer, promotion and evaluation of the Internal Audit Head.
- (9) To have meetings with the Office of the Auditor General of Thailand or the Company's auditor for the auditing results and other matters, and to give advice to the auditor to audit any transactions if necessary; and to propose the audit fee to the Board of Director.
- (10) To evaluate the work performance, problems and obstacles of the Internal Audit Unit, and to give advice on the guideline to develop the internal audit system and potential of internal auditors of the Internal Audit Unit at least once a year to the Board of Directors.
- (11) In case that the work to be performed by the Audit Committee needs some knowledge and capability of specific experts; the Audit Committee shall propose this matter to the Board of Directors to consider an employment of specific experts by the Company's expenses. Such employment shall be in line with the Company's rules.
- (12) To perform other duties as prescribed by law or assigned by the State Enterprise Committee.

(2) The Nomination Committee

1) Asst. Prof. Kangwan Yodwisitsak	Chairman
2) Mrs. Yanee Sangsrichun	Member
3) Asst. Prof. Prasert Akkharapathomphong	Member
4) Senior Vice President, Human Resource Office	Secretary

Authority and Duties

- (1) To review the present structure of the Board of Directors of MCOT Plc. to ensure its strategic appropriateness, and to propose improvement guideline and nomination procedure to conform to such structure.
- (2) To establish the nomination procedure for directors, the President, high-ranking executives, advisors to directors, advisors to sub-committees, advisors to the Director-General or the President or those who assume similar responsibilities but their titles are called differently, who may be newly appointed or substitute those whose term of office is completed or those retiring by other reasons with transparency and compliance with related criteria and regulations.
- (3) To select and nominate qualified persons whose characteristics are in compliance with relevant laws and regulations to be directors of MCOT, or to nominate President, high-ranking executives, advisors

to directors, advisors to Committees, advisors to the President or those who assume similar responsibilities but their titles are called differently, to be newly appointed directors or to substitute the directors whose term is completed or those retiring for other reasons, which shall be proposed to the Board of Directors of MCOT Plc. or to the General Annual Meeting of Shareholders of MCOT Plc. for approval on a case-by-case basis.

- (4) To perform any other duties as assigned by the Board of directors.

(3) The Remuneration Committee

1) Pol.Lt.Gen. Sirichun Chunsangawang	Chairman
2) Mr. Chanvit Nakburee	Member
3) Mrs. Yanee Sangsrichun	Member
4) Senior Vice President, Human Resource Office	Secretary

Authority and Duties

- (1) To propose the remuneration payment criteria and pattern as well as the remuneration amount for directors under fair and reasonable criteria and method to be in line with their responsibilities, work performance, the Company's operating results and business size as well as the normal practice adopted in the same business to the Board of directors for consideration for further submission to the shareholders' meeting for approval.
- (2) To consider the guideline of remuneration payment, and to propose the remuneration for the Director-General/President, advisors to directors, advisors to Committees, advisors to the Director-General/President or those who assume similar responsibilities but their titles are called differently to the Board of Directors.
- (3) To determine the performance evaluation criteria and procedure in compliance with the Management Contract for the position of the President as follows:
 - (3.1) determine goals and KPIs to be attained by the Director-General/President of MCOT Plc. under the benchmark timeframe.
 - (3.2) assess the Director-General/President's performance in accordance with criteria and conditions as specified in the Management Contract under the benchmark timeframe, and report it to the Board of directors.
- (4) To consider the remuneration payment criteria and pattern for other high-ranking executives at the level of Senior Vice President or higher under fair and reasonable criteria and procedure, and propose them to the Board of directors for approval.
- (5) To perform any other duties as assigned by the Board of directors.

(4) The Risk Management Committee

1) Mr. Sommai Lakananurak	Chairman
2) Mr. Sirote Ratanamahatana	Member
3) Mr. Phaiboon Siripanoosatien	Member
4) Asst. Prof. Prasert Akkharaprathomphong	Member
5) Mr. Chanvit Nakhuree	Member
6) The President	Member
7) Senior Vice President, Office of Corporate Strategy	Secretary

Authority and Duties

- (1) To establish the risk management policy, strategy and practice guideline to cover all key risks and to be relevant to the Company's corporate strategy, which shall be proposed to the Board of Directors for consideration.
- (2) To screen the risk management plan that should specify sources of risk, risk measurement tools, work performance measurement criteria, mechanism of work monitoring and evaluation, reporting and risk control to ensure that they are at the suitable and acceptable level.
- (3) To ensure adequacy of risk management policy, strategic plan, implementation plan, and system as well as efficiency and proficiency of the operating system and compliance with the preset risk management policy.
- (4) To institute the corporate risk management structure to be in line with the organization's working procedure and structure.
- (5) To supervise and monitor the implementation of risk management plan, policy, strategic plan and operating plan; and to consider the actual operating results by comparing them with the work plan or determined targets at least in each quarter.
- (6) To submit the report to the Audit Committee for matters to be improved and remedied so that the corporate risk management will be better integrated and meets the risk management standards in accordance with criteria required by the Ministry of Finance, as well as criteria formulated by the Stock Exchange of Thailand and other international standards.
- (7) To regularly communicate with the Audit Committee regarding the Company's key risks for work integration.
- (8) To appoint the working group to enrich efficiency of risk management tasks as it deems necessary and appropriate.
- (9) To perform any other work specifically assigned by the Board of Directors of MCOT Plc.

(5) The Corporate Governance and Sustainable Development Committee

1) Asst. Prof. Prasert Akkharapathomphong	Chairman
2) Miss Kornpranom Wongmongkol	Member
3) Mr. Sirote Ratanamahatana	Member
4) Vice President, Corporate Secretary Department	Secretary

Authority and Duties

- (1) To formulate and regularly revise the Corporate Governance Policy, the Policy on Sustainable Business Development, the Anti-corruption Policy, the Handbook for Corporate Governance Compliance and Sustainable Business, requirements on ethics and code of conduct under legal framework, resolutions of the Council of Ministers, criteria, rules and regulations currently stipulated by supervisory organizations such as The Stock Exchange of Thailand, The Office of the Securities and Exchange Commission, The State Enterprise Policy Office, The Ministry of Finance, supervisory ministries and other related agencies as well as corporate governance guideline under international standards, and to propose the best practices for directors, management and employees to the Board of Directors of MCOT Plc. for approval.
- (2) To regulate, and give advice on policy and guideline of encouraging the directors, management and employees to perform duties and to have responsibilities in accordance with the Corporate Governance Policy, the Policy on Sustainable Business Development, the Anti-corruption Policy, and to comply with the best practices, business ethics and code of conduct of MCOT Plc.
- (3) To regularly deliberate, and revise the strategy, work plan, and target of the corporate governance and sustainable development to ensure that they involve the economic, social, and environmental regimes, which shall give balance and best interest to the Company, stakeholders, and which shall be consistent with the best practices under the sustainability standards.
- (4) To follow up and assess the work performance in respect with the corporate governance and sustainable development, which must also fit to the business circumstances, laws or best practices, and advice from various institutions.
- (5) To follow and evaluate the work performance of the directors and executives of MCOT Plc. pursuant to the best practices as defined in the Corporate Governance Policy, the Policy on Sustainable Business Development, and the Anti-corruption Policy. The corporate governance and sustainable development evaluation shall be done on the yearly basis whereas the evaluation result shall be proposed to the Board of Directors of MCOT Plc. within January of the following year. Certain comments and recommendations may be also given if necessary.
- (6) To review the Corporate Governance and Sustainable Development Charter, at least once a year, to ensure that it is updated and complies with applicable international standards, laws, rules and regulations.
- (7) To formulate the Corporate Social Responsibility (CSR) Policy, either short-term or long-term, to be proposed to the Board of Directors for approval before the end of each fiscal year; and to monitor the CSR implementations.
- (8) To perform any other duties assigned by the Board of Directors.

(6) Labor Relations Committee

1) Mr. Boonson Jenchaimahakoon	Chairman
2) 9 members	Member (employer)
3) 9 members	Member (employee)
4) Vice President, Human Resource Office	Secretary
6) Manager, Human Resource Management Division	Assistant Secretary

Authority and Duties

The Labor Relations Committee shall have authority and duties as specified in Section 22 and 23 of the State Enterprise Labor Relations Act, B.E.2543 (2000) as follows:

- (1) To provide opinions on the improvement of the Company's operation effectiveness; and to promote and develop the Company's labor relations.
- (2) To reconcile and settle the conflicts arising out in the Company.
- (3) To review working rules and regulations to benefit the employer, employees as well as the Company itself.
- (4) To discuss and find solutions based on complaints from employees or the Labor Union, including complaints relating to disciplinary punishment.
- (5) To give advice for the improvement of employment condition.
- (6) To implement and cooperate to gain effectiveness and protect the company's interest.

(7) The Executive Committee

1) Mr. Sommai Lakananurak	Chairman
2) Mr. Boonson Jenchaimahakoon	Member
3) Mr. Sirote Ratanamahatana	Member
4) Miss Kornpranom Wongmongkol	Member
5) Mr. Phaiboon Siripanoosatien	Member
6) The President	Member
7) Senior Vice President, Office of Corporate Strategy	Secretary
8) Vice President, Corporate Strategy Department	Assistant Secretary

Authority and Duties

- (1) To screen works, and give advice on the operations of MCOT Plc. to conform to the working plan and policy defined by the Board of Directors.
- (2) To screen the business plan and investment plan of MCOT Plc.
- (3) To screen the strategic plan, operating plan, and key indicators, and financial performance of MCOT Plc.
- (4) To screen works relating to new businesses and innovation, human resource management, digital technology, and legal matters of MCOT Plc.
- (5) To screen the procurement of any products and services that are beyond the budget limit to be approved by the President and to be proposed to the Board of Directors for approval
- (6) To monitor certain significant works assigned by the Board of Directors.

(7) To perform any other actions as assigned by the Board of Directors.

7.4 Information about Executive

7.4.1 Succession Plan for Executives

MCOT Plc. has taken many actions to ensure that its recruitment system is able to recruit the skillful and capable personnel to succeed key management positions at all levels properly. The Company encourages the preparation of succession/replacement plan for positions at the level of department manager and higher. The succession plan also includes the training courses for the development of executives at the level of division manager and higher to create the management pools, and to prepare the Company's senior officers to be the new management. The recruitment process is as follows:

1. To establish the succession plan project in the next 5 years to formulate the Company's strategic plan on human resource management and development. This is to ensure that the Company's personnel are well-prepared to become the successors at the level of executives and key positions.
2. To consider the positions to which the qualified and competent persons listed in the Successor Pools must be selected to replace some retired personnel.
3. To prepare the Company's personnel at the level of the Division Manager and higher to have skills and abilities, up-to-date vision, and superior management ability to replace those who will be retiring. In this regard, leadership and business skills will be focused on, which must be consistent with their managerial competency.
4. To prepare the Company's senior and high-competence staff members to have business knowledge, use management tools precisely, and transfer their working experience and knowledge to the working team so that they are ready to be the Company's new management who would engage the leadership skills and management skills by focusing on essential tools such as Job Assignment, Project Assignment, and Knowledge Sharing, etc. The project attendants would learn by doing to ensure that they are able to perform their work efficiently.

7.4.2 Remuneration Policy for Executives

Remuneration for Executives

● Remuneration for the Director-General or the President

The Director-General or the President's remuneration is clearly and transparently determined by the Remuneration Committee. Such remuneration shall conform to the remuneration standard of other companies in the same industry and other leading listed companies on the SET, duties and responsibilities of the Director-General or the President, Company's operating results, and annual performance evaluation results. The remuneration of the Director-General or the President must be proposed to the Board of Directors for approval.

The Remuneration Committee also has duties of assessing the work performance of the Director-General or the President in accordance with criteria and conditions specified in the Management Contract for the position of the Director-General or the President of MCOT Plc. to ensure that his or her work performance would achieve the established goals and indicators based on the state enterprise evaluation system, business

plan, and corporate strategic plan, either short or long term; and of assessing his or her management competence. The work performance assessment of the Director-General or the President shall be reported to the Board of Directors of MCOT Plc. to ensure that fixing of the remuneration for the Director-General or the President is precise, transparent, and relevant to his or her work performance, to arouse the Company's good corporate governance. The assessment result will be further used for his or her work improvement.

- **Remuneration for Top Executives**

The Remuneration Committee takes account of defining the guideline and criteria on fixing the salary and annual bonus for top executives of MCOT Plc. in titles of Executive Vice President and Senior Vice President. The Director-General or the President shall consider each executive's work performance by specifying the targets and indicators linked to work performance of those executives based on the state enterprise evaluation system defined by the Ministry of Finance and corporate strategic plan. The evaluation factors also involve the work quality, work responsibility, vision in conformity with corporate goals, abilities to adopt the corporate strategy for changing circumstances, management, abilities in assessing situations and planning, assignment, decision-making and problem-solving, leadership, abilities in building learning process, developing subordinates, and team-forming, interpersonal relations, coordination, cooperation, discipline, and integrity. The overall remuneration of the President, first top four executives of the Company, and every person in titles equivalent to the executive in the fourth order after the President of the Company, as well as the Company's executives in the accounting or financial line, which are in compliance with the Security and Stock Exchange Laws was listed below.

Year 2022

Remuneration for the President and executives according to the criteria of the SEC	Persons	Amount (Baht)
Salary	14	17,003,700.00
Meeting Allowance	14	330,000.00
Bonus	-	-
Remuneration	14	180,000.00
Position Allowance	14	5,468,580.65
Wage Administrative	14	4,640,000.00
Compensation cost on vacation	14	375,971.07
Other allowance	14	856,870.24
Total		28,855,121.96

7.5 Information about Employees

Number of employees and remuneration

As of December 31, 2022, the Company employed 915 employees whereas 9 of top executives held the title of the Executive Vice President (excluding the President and Senior Vice President). MCOT Plc. has engaged other 906 employees in positions of supporting officers up to the Department Director. All employees may be divided subject to the line of supervision as follows:

No.	Line of Supervision	Manpower (person)
1.	Sales and Marketing	75
2.	Product	645
3.	Finance	41
4.	Corporate Management	85
5.	Report directly to the President	61
6.	Report directly to the Audit Committee	8
Total		915

Remuneration for personnel (excluding the President and top executives) in 2019 - 2022

Remuneration	2019	2020	2021	2022
Total salary	708,596,522.30	705,087,052.22	446,510,394.76	416,311,785.95
Total bonus	-	-	-	-
Contribution to Provident Fund	51,154,448.96	50,503,422.70	30,663,916.46	28,388,655.61
Others (if any)	316,882,552.41	594,387,085.85	114,555,811.35	120,771,444.78
Total	1,076,633,523.67	1,349,977,560.77	591,730,122.57	565,471,886.34

MCOT Plc. fixes the remuneration for employees based on its short-term and long-term operating performance through the performance management carried out continually and systematically to ensure that the corporate operating performance would attain the business goals, and conform to the performance assessment based in the state enterprise quality assessment system. The focus is to shape the performance goals at the corporate level, agency level, and individual level in the same direction and consistently to the Company's business strategy in order to drive its operating performance to meet the goals under the rehabilitation plan of MCOT Plc.

MCOT Plc. shall take account of the employees' salary increase based on the individuals' work performance evaluation carried out once a year. In this regard, Key Performance Indicator System (KPIs) are used to assess the individual performance assessment, and to fix remuneration for employees. Such KPIs may be divided into 2 main types: Corporate KPIs; and Agency KPIs/Individual KPIs. The Individual KPIs must be linked to the strategic plan/rehabilitation plan/revenue action plan/controllable expenses or project/work plan assigned based on the routine work plan, as well as job description, which must match with the present work performance (short term), and long-term rehabilitation plan of MCOT Plc. as targeted.

Provident Fund

At present, the total of 708 employees of MCOT Plc. have joined the Provident Fund, from 915 eligible employees, representing 77.38 percent of the total eligible employees. The Provident Fund has been administrated by SCB Asset Management Company Limited (SCBAM).

SCBAM has operated the business by announcing its intent on the ESG Collaborative Engagement of institutional investors. It also executes in collaboration with the Government Pension Fund (GPF) and another 32 institutional investors in the Negative List Guideline for listed companies on the Stock Exchange of Thailand which operate or manage their businesses with no environmental, social, and governance (ESG) concerns as well as cases of breaking the Securities and Exchange Act B.E. 2535 in material issues. This implies the responsible investment, promotes good image for local investment, and drives Thailand's capital market to have the sustainable growth.

The corporate strategy relating to ESG deals with:

- Practice Guideline 1: To define the investment governance policy.
- Practice Guideline 2: To prevent and handle conflicts of interest adequately for customers' maximum benefits.
- Practice Guideline 3: To make decision, and monitor the companies invested in by the Company closely and actively.
- Practice Guideline 4: To intensively monitor the companies invested in by the Company if it deems that monitoring under Practice Guideline 3 is not adequate (Escalating Investee Company).
- Practice Guideline 5: To disclose the policy of exercising the right to vote, and the result of exercising the right to vote.
- Practice Guideline 6: To cooperate with other investors and stakeholders as appropriate (Collective Engagement).
- Practice Guideline 7: To disclose the investment governance policy and policy implementation to customers regularly.

Other remuneration

MCOT Plc. has offered a package of welfare and remuneration apart from salary, bonus, and contributions to the Provident Fund for its employees such as commission fee, station management fee, professional fee, hardship supplement and risk premium, etc. The remuneration payment policy is in conformity with both short-term and long-term operating results of MCOT Plc. together with economic circumstances, cost of living, standard remuneration in the same business, and the Company's operating results. The Economic Value Management (EVM) and the Key Performance Indicator System (KPIs) have been collectively applied, which were linked with the Company's operating performance, work performance of each department, and individual work performance, in considering the payment of remuneration and bonus to the Company's executives and employees.

MCOT Plc. requires that the remuneration payment must be revised to be in line with various factors relating to economic circumstances, cost of living, standard remuneration in the same business, and the Company's operating results. The Company's bonus payment shall depend on its operating performance in each year as well as individual work performance.

Personnel Development and Training

MCOT Plc. focuses on becoming the sustainable organization by developing and improving its management system and human resource development. This aims to improve the employees' working skills and capacity based on the Company's business operation goals, and to make them have the professional progress.

MCOT Plc. has planned for human resource development to be in line with the Company's vision, mission, corporate core values, corporate strategic plan, annual implementation plan, and personal information. The survey on necessity of personal development was also conducted. The survey result would be used to plan for employee development at all levels to engage knowledge, competency, and experience. The reskills and upskills in all employees have been focused on so that they are prepared for any changes possibly affecting the Company's business, achieve working abilities and professional progress, and conform to MCOT competency. Besides, MCOT Plc. now focuses on businesses likely to have growth and prosperity such as digital business; therefore, in changing the business operation theme, we must understand all audiences and customers before starting the content production or selling the advertising to customers. Meanwhile, creativity, business mindset, understanding of core business, abilities in digital and technologies, ownership and accountability in results must be formulated so that the Company's employees could attain the Company's goals.

MCOT Plc. has continuously developed its personnel and leaders to support the corporate growth, and to upgrade the personnel's abilities to support its core competency and advanced technology. In 2022, despite the COVID-19 pandemic, the Company's learning promotion and development still continued by adjusting some training programs from the conventional classroom to the virtual classroom so that the employees would have the real-time learning, share their ideas and experience with the experts via VDO Conference systems, e.g., Zoom Meeting, Google Meet. Various digital learning materials have been improved such as e-learning, online learning, as well as other external learning sources. Knowledge in respect with business technology, soft skill, life style, and others has been gathered via Facebook Group as a means of self-development among employees. The learning programs may be categorized into 3 main groups:

1. Leadership Development, Business & People Management program – This program is to prepare and develop the Company's executives and potential employees to have skills, knowledge, and competency in human and work management. The learning comes from the sharing of opinions and experience with the lecturers, and of working experience from top executives inside and outside the organization.
2. Core Course – The program is to develop competency of all employees based on title or line of work, which are divided into the following groups: group of accelerated transition program based on corporate strategy; group of core competency program; and group of functional competency program, etc.
3. Common Knowledge program – It is to improve employees' competency to ensure that they are aware of policies and laws, and to promote the corporate core values and culture, to cultivate morality in employees, and to prepare them for possible changes, e.g., Agile Team, etc.

In 2022, MCOT Plc. has arranged various training and development programs for its executives and officers by using a variety of development tools. On average, an employee received 41.01 hours of training per year. Self-learning and online courses via the e-learning system of MCOT Plc. have been also provided. In addition, the executives and officers have been assigned to add skills and learning under YourNextU platform

with the blended learning model. This learning aims to enhance new competence in order to always overtake various changes, to adjust viewpoints, thinking process, and working, to create the sense of urgency, to present new things, and to share ideas with others.

MCOT Plc. has also focused on caring for the talent management based on MCOT's Future Leader Program, Class 2 to prepare its personnel to perform difficult and challenging works, and other new and important projects based on the corporate strategy, and to improve and retain high-potential workers by focusing on mixed potential development, action learning, and experiential learning, class attendance for training by experts, online learning, and project-based learning. The knowledge base received from the Program shall be applied to develop new products and services of the Company.

Conclusion on Employee Development statistics

Unit: hours/person/year

Training hours/person/year	2019	2020	2021	2022
Employees and executives	12.52	12.52	41.85	41.01

Unit: hours/person/year

Training cost/person/year	2019	2020	2021	2022
Employees and executives	3,187.52	1,069.06	2,769.38	1,535.70



7.6 Other Significant Information

Company Secretary

The Board of Directors of MCOT Plc. appointed Mr. Pornchit Piamsri, Vice President, Corporate Secretary Department, to be the Company Secretary on January 1, 2021 whereas the Corporate Secretary Department shall support and be responsible for work management to meet the highest efficiency, and to comply with the Securities and Exchange Act, and the principle of good governance for listed companies. The Company Secretary shall be responsible for the following matters:

- (1) To take the following actions in accordance with Section 89/15 of the Securities and Exchange Act:
 - preparing and keeping the following documents:
 - a register of directors;
 - a notice calling directors' meeting, a minute of meeting of the board of directors and an annual report of the company;
 - a notice calling shareholders' meeting and a minute of shareholders' meeting;
 - keeping a report on interest filed by a director or an executive;
 - performing any other acts as specified in the notification of the Capital Market Supervisory Board.
- (2) To provide advice; and to support the affairs of the Board of Directors in respect with related laws, rules, and practice to ensure completeness, efficiency, compliance with law, rules and regulations of the Company, and good practice.
- (3) To oversee the Company's operations to ensure they conform to the principle of good governance; and to monitor the implementation of the policy and advice given by the Board of Directors.
- (4) To oversee the Board of Directors and management to ensure that they abide by all related laws and rules; for example, the Public Companies Act, the Securities and Exchange Act, requirements and notifications of the Stock Exchange of Thailand, and the Office of Securities and Exchange Commission, Organic Act on Counter Corruption B.E. 2542, and other related resolutions of the Council of Ministers.
- (5) To oversee the Board of Directors and management to perform work accurately and prudently by taking account of rights and fair treatment of shareholders.
- (6) To communicate with shareholders, and take care of them appropriately.
- (7) To communicate with all related regulatory agencies.

Company Secretary's Profile

Mr. Pornchit Piamsri

Company Secretary: (Appointed on January 1, 2021)

Age 52

Proportion of the Company's shares held

- None -

Education Background

- Master of Political Science, Political Management, Ramkhamhaeng University
- Bachelor of Communication Art, Advertising and Public Relations, Bangkok University

Company Secretary Training Record

- Company Secretary Program (CSP), Class 115/2021
Thai Institute of Directors Association (IOD)
- Anti-corruption: The Practical Guide (ACPG), Class 58/2022
Thai Institute of Directors Association (IOD)

Training Programs

- Executive Relationship Development Program, Class 24 (DOCA 24)
- Smart Manager & Leadership Program for Organization Development MCOT

Working Experience (past 5 years)

January 1, 2021 - Present	: Company Secretary and Vice President Corporate Secretary Department, MCOT Plc.
2020	: President, Real Estate Development, MCOT Plc.
2019	: President, Business Development Department, MCOT Plc.
2014 - 2018	: President, Government Projects and Special Events, MCOT Plc.

Related Key Positions Held

- None -

Related Key Positions Held

- None -

Person directly assigned for controlling accounting records

The person directly assigned for controlling accounting records of the Company is the person holding the position of the Senior Vice President, Office of Accounting and Finance. At present, Miss Krisana Ubolpheng has been appointed to control the accounting records since October 1, 2017. She holds the qualifications and criteria of accounting record in accordance with the criteria defined by the Department of Business Development. More details are disclosed in the profile of executives in Attachment 1.

Internal Audit Head

The Senior Vice President, Internal Audit Office, is assigned to be the Internal Audit Head. Mr. Khajohnsak Jaturapattaranon has appointed as Senior Vice President, Internal Audit Office, since March 25, 2015.

The Audit Committee shall have the authority and duties, according to the Charter of the Audit Committee, to consider and provide opinions to the Board of Directors about the appointment, transfer, promotion, and work performance assessment of the Internal Audit Head.

(Details about the profile, qualifications, education, and experience of the Internal Audit Head appear in Enclosure 3)

Compliance Head

The Company assigns Mr. Kriengsak Kangwanwong, Vice President, Office of Law and Compliance, to be responsible for and control the operations of the Office of Law and Compliance while the Division of Law and Compliance shall oversee the compliance with criteria, rules and laws relating to the business operation of Company to ensure that its compliance is accurate and efficient. More details are disclosed in the profile of executives in Attachment 1.

Investor Relations and Contact Head

The person assigned to hold the position of the Investor Relations Head is Mr. Pornchit Piamsri, Vice President, Corporate Secretary Department, effective since January 1, 2023. The general investors may contact the Investor Relations Division at 0 2201 6454, 0 2201 6491 or E-mail Address: ir@mcot.net.

Audit Fee

The Audit Committee has a duty for the selection, nomination for appointment, and dismissal of the Company's auditor, and for consideration of the audit fee, which shall be proposed to the shareholders' meeting by the Board of Directors. In the 2021 Annual General Meeting of Shareholders, held on April 30, 2021, the Shareholders' Meeting passed the resolution to appoint EY Office Company Limited to be the Company's auditor, which held the qualifications in accordance with the notification of the Office of the Securities and Exchange Commission. The audit fee for the year of 2022 (January - December, 2022) was Baht 2,195,000. Except such audit fee, the auditor would not obtain any other service fees.

EY Office Company Limited holds independence with no relationship or interest with any subsidiaries/ associates of the Company, its executives, major shareholders or other persons related to such persons.



8 REPORT OF SIGNIFICANT PERFORMANCE ON CORPORATE GOVERNANCE

8.1 Summary of the Board of Directors' Performance

8.1.1 Recruitment, development and performance assessment of Directors

1. Independent Directors

MCOT Plc. requires its independent directors to hold not more than 0.5 percent of the total number of paid-up shares of the Company, its subsidiaries, associated companies or juristic persons whose act may cause any conflict of interest. This also includes the shares held by related persons in accordance with Section 258 of the Securities and Exchange Act. The shareholding of directors shall be in accordance with the shareholding ratio as stated in the Standard Qualifications of State Enterprise Directors and Official Act, which is stricter than the minimum requirement in the Notification of the Capital Market Supervisory Board which requires the minimum shareholding ratio of no more than 1 percent of the total shares with voting rights of the Company, subsidiaries or juristic persons that may have conflict of interest, including shares held by related persons.

Qualifications of Independent Directors

Independent Director means a director who has freedom to express opinion and has the qualifications eligible for directorship which is higher than the minimum qualifications stipulated by the Office of Securities and Exchange Commission (SEC), and the Stock Exchange of Thailand (SET) as follows:

1. Holding not more than 0.5 percent of the total number of the paid up shares of the Company, its subsidiaries, associated companies or juristic persons who may have conflict of interest, including

shares held by related persons in accordance with Section 258 of the Securities and Exchange Act

2. Having no involvement in the operations, and shall not be an employee, a worker or an advisor who receives fixed salary, including the authorized person of the Company, subsidiaries, associated companies, subsidiaries in the same level or juristic person that may have conflict of interest during the two years prior to the appointment as director

3. Having no relationship either by blood or by means of official registration as father, mother, spouse, sibling, and/or child, nor being the child's spouse, with any of the management, major shareholders, authorized persons, or any persons who shall be nominated an executive or authorized person of the Company or its associated companies

4. Having no business relations with the Company in the form of other professional services such as legal advisor, financial advisor, asset appraiser, etc., the transaction value covering all types of business transactions, such as regular transactions, real-estate lease/rent, transactions pertaining to assets/services, as well as those pertaining to granting or receiving financial assistance

5. Not being a director appointed to be a representative of the Company's director, majority shareholders or shareholders who have relationship with the Company's majority shareholders

6. Having no other characteristics that may prevent them from expressing their opinions independently

7. Being a director possessing the qualifications item 1 - 6 mentioned above who may be assigned by the Board of Directors to make collective decisions on the operations of the businesses of the Company, its subsidiaries, associated companies, subsidiaries in the same rank or juristic persons that may have conflicts of interest

The segregation of the Chairman and President Independence of the Chairman of the Board of Directors

The Chairman of the Board and the Director-General or the President must be separate persons for a balance of duties and responsibilities in governing the business and administering routine affairs. MCOT Plc. sets independence as the top priority for the selection of the Chairman of the Board. The Chairman of MCOT Plc., who must be a non-executive director, is required to hold leadership, and take an important role in making decision on the Company's policies resulted by meetings of the Board of Directors in which

the Company's corporate objectives are jointly formulated with its executives. The Chairman also has a duty of controlling the board meetings to ensure meeting effectiveness and fruitfulness by encouraging all directors to contribute to the meetings, and supporting the MCOT executives' operations through the President or the Director-General. The Chairman shall hold no position in any Committees appointed by the Board of Directors of MCOT.

At the Board of Directors meeting No. 13/2020 dated September 22, 2020, the Board of Directors appointed Pol.Gen. Tawitchart Palasak, an independent director, as the Chairman of the Board of Directors, effective on September 22, 2020 onwards. The State Enterprise Policy Office Committee already approved the appointment, which complies with the appointment of directors in state enterprise process according to the Cabinet resolution dated August 6, 2019, and the corporate governance principle of listed company (CG CODE) 2017. This has ensured that the Chairman of the Board of Directors fully maintains independence and ensure public confidence of transparent operations with care for all stakeholders.

2. Nomination of Directors and Top Executive

2.1 Nomination

In 2022, MCOT nominated and appointed a new director to replace the director who resigned from office before the end of the term, and reappointed the directors who vacated office at the end of their term in the 2022 Annual General Meeting of Shareholders. They included:

- | | |
|---|----------------------|
| 1. Mr. Pravaid Audthasupapon | Independent Director |
| 2. Mr. Phaiboon Siripanoosatien | Independent Director |
| 3. Mr. Boonson Jenchaimahakoon | Independent Director |
| 4. Assoc. Prof. Kasemsarn Chotchakornpant | President |

The process of director nomination is detailed in Section 2 Corporate Governance under "Additional agenda proposing and nomination of director" and in item No. 7.3 (2) "Nomination Committee".

2.2 Nomination of President and Successor

Being a state enterprise, MCOT Plc. has to comply with the Standard Qualities of State Enterprise Directors and Employees Act in nominating and appointing the President/Director-General. The nominated person shall have the qualities stated in Section 8 ter. and the nomination process shall be conducted in according to Section 8 quarter. MCOT Plc.'s Board of Directors is responsible for appointing the Nomination Committee comprising five members, who have the qualifications and shall not have prohibited characteristics as stated by laws, to be responsible for nominating a person who has knowledge, capability and experience appropriate to be MCOT Plc.'s executives who also have the required qualities and shall not have prohibited characteristics as required by laws or shall not be a director of MCOT Plc. except the executive who becomes a Director by position, and shall not be over 58 years old on the application date. The Nomination Committee shall propose appropriate persons to be nominated to the person who has the authority to appoint the executive.

The entire process shall be done within one year after the former executive is out of office. The contract period shall not be longer than four years. In case the Board of Directors intends to continue contract with the person whose term already ends, no nomination process is required. The nominated person who is re-appointed as the Company's top executives shall not hold the top position for more than two terms. Details about executive successors is published in Section 2 Corporate Governance, under "7.4 Information about Executives".

3. Development of MCOT Plc.'s Directors

The Board of Directors has continuously conducted self-development through participation in seminars/trainings/meeting with the Thai Institute of Directors, the Stock Exchange of Thailand, the Securities and Exchange Commission, the Thai Listed Companies Association, National Governance Commission, King Prajadhipok Institute, and other organizations to apply the knowledge to perform their duties for the benefits of MCOT Plc.

In 2022, two MCOT's Directors attended trainings held by the Thai Institute of Directors as follows:

Name	Course
Assoc. Prof. Kasemsarn Chotchakornpant	Director Certification Program (DCP) Class 314/2022
Asst. Prof. Kangwan Yodwisitsak	Advanced Audit Committee Program (AACP), Class 43/2022

4. Self-assessment of the Board of Directors

In compliance with good corporate governance principles, the MCOT Plc. has conducted performance appraisal of the Board of Directors by adhering to the state enterprise corporate government principles and guidelines issued by SEPO, Ministry of Finance. It also adheres to the Good Governance of Listed Companies 2012 of the Stock Exchange of Thailand which requires the Board of Directors and committees to conduct self-assessment at least once a year. SEPO is responsible for preparing the Board of Directors self-assessment form to be used as a framework for regular review of the Board of Directors according to the best practice. The result is used for operational improvement and development for improved efficiency and effectiveness.

In 2022, MCOT Plc. conducted one self-assessment of the Board of Directors and each committee. The Company prepared the assessment form in accordance with the guideline and format recommended by the Ministry of Finance and the Stock Exchange of Thailand as follows:

◆ **Board of Directors**

Type 1 Board Evaluation

Type 2 Self-Assessment

Type 3 Cross Evaluation

◆ **Specific Committee**

Type 1 Board Evaluation

Type 2 Self-Assessment

Individual and cross evaluation

1. Core Competency
2. Independence
3. Preparedness
4. Practices as a Director
5. Committee Activities
6. Vision to Create Long-Term Value

Board evaluation

1. Structure and qualifications of the Board of Directors
2. Role, duties, and responsibility of the Board of Directors
3. Relationship between the Board of Directors and the Management
4. Performing duties by directors
5. Directors' meeting
6. Self-development and executive development

Assessment results (3 types)

From 90 percent	Excellent
From 80 percent	Good
From 70 percent	Average
Below 70 percent	Below average

In conducting self-assessment of the Board of Directors, clear objectives and goals are stated and used as the framework for reviewing the performance of the Board of Directors. The assessment results are used to improve and develop operational efficiency to achieve higher efficiency and effectiveness. The process is as follows:

1. The Board of Directors reviews the performance appraisal forms to ensure accuracy, completeness, and compliance to the criteria specified by regulators
2. Random selection of directors to match the cross-evaluation partners. The Company also submitted the questionnaires to all members and asked all directors to send back the answers to the Corporate Secretary in December 2022 for summary.
3. The Company Secretary shall summarize the performance results of the Board of Directors' acknowledgement and discussion in the Board of Directors' meeting no. 2/2023 dated January 24, 2023, report the score of the entire Board of Directors to the Chairman of the Board for acknowledgement, and inform the Ministry of Finance and concerned ministries as well as individual director of the score and ranking in the individual assessment.

The assessment result of the Board of Directors in 2022 is as follows:

Assessment	Percent (average)	Level of Efficiency
1. Individual evaluation	90.99	Excellent
2. Cross evaluation	85.19	Good
3. Board evaluation	90.00	Excellent

The assessment result of the 5 committees in 2022 is as follows:

Committee	Individual evaluation		Board evaluation	
	Percent (average)	Level of Efficiency	Percent (average)	Level of Efficiency
1. Audit Committee	88.25	Good	98.01	Excellent
2. Nomination Committee	92.06	Excellent	96.91	Excellent
3. Remuneration Committee	84.76	Good	93.33	Excellent
4. Risk Management Committee	88.38	Good	94.07	Excellent
5. Corporate Governance and Sustainable Development Committee	93.02	Excellent	92.69	Excellent

The assessment is useful for all directors to acknowledge their performance of duties as an individual and as a team and to improve weak areas.

Directors Orientation

The Directors newly appointed for the Board of Directors of MCOT Plc. must attend the Directors Orientation to ensure their understanding of MCOT's business operations as well as other related information such as capital structure, corporate structure, structure of shareholders, operating results and other related issues, including laws, rules, obligations as well as Directors' roles and responsibilities so that they are well prepared to perform the duties of Directors of MCOT Plc. All directors shall receive the Directors Handbook, which specifies the following details:

1. Corporate structure
2. Handbook for Directors of MCOT Plc. (related laws, regulations and rules)
 - 2.1 MCOT Plc. Articles of Association
 - 2.2 Public Company Limited Act
 - 2.3 Securities and Exchange Act
 - 2.4 Standards of State Enterprise Qualities of Directors and Employees Act
 - 2.5 Offences of Officials in State Organizations or Agencies Act
 - 2.6 Private Investment in State Undertakings Act
 - 2.7 Public Private Partnership and Investment Act
 - 2.8 Personal Data Protection Act
 - 2.9 Announcement of the National Anti-Corruption Commission
 - 2.10 Broadcasting and Television Business Act
 - 2.11 Organization to Assign Radio Frequency and to Regulate the Broadcasting and Telecommunications Services Act
 - 2.12 Listed Companies Manual
 - 2.13 Manual of Directors in Listed Company
 - Manual of Directors in Listed Company 1
 - Manual of Directors in Listed Company 2
 - Manual of Directors in Listed Company 3

- 2.14 Charter of Specific Committees of MCOT Plc.
- 2.15 Criteria and guideline for Directors in the subsidiary, joint venture, joint operation company
- 2.16 Corporate Governance Policy of MCOT Plc.
- 2.17 Policy on practice guideline of Directors of Listed Companies
- 2.18 Corporate Governance Principles of Listed Companies 2012
- 2.19 Corporate Governance Principles of Listed Companies 2017
- 3. MCOT Plc. Risk Management Manual
- 4. MCOT Plc. Internal Control Manual
- 5. MCOT Plc. Corporate Governance Manual
- 6. Annual Report and Sustainability Development Report
- 7. Annual Registration Statements
- 8. MCPT Plc. plans

The President or the Director-General and senior executives also participated in the orientation program for new Directors.

8.1.2 Meeting attendance and remuneration of individual member of the Board of Directors

1. The Meetings of the Board of Directors

The Board of Directors of MCOT Plc. specifies that at least 12 meetings a year to be held on the fourth Tuesday of each month. The Chairman of the Board shall pre-arrange the meeting schedule and regular monthly agenda for the entire year. Other special agenda items are jointly considered and decided by the Chairman of the Board and the President subject to significance and necessity. Each director may propose other agenda items to the board meeting according to the determined methods and procedure. Other additional board meetings may be held as appropriate. Every director of MCOT Plc. shall receive the prior notice to each meeting along with complementary information before the meeting date. Normally, every director of MCOT Plc. must be present at the meeting for not less than 75 percent of total meetings arranged in a year, except his/her absence becomes inevitable and known beforehand, the director in question is required to submit the written notifications prior to taking leave to the Chairman.

MCOT has prepared meeting-related documents in an electronic form. The meeting agenda and other complementary information are posted online at www.bod.mcot.net which helps facilitate the meetings and shorten document distribution process. This enables the directors to perform more effectively with sufficient information given in advance for their efficient decision-making. The Board of Directors also establishes a policy that, for a director of MCOT Plc. having interest or potential conflict of interest with the Company's interest, the Corporate Secretary must not submit the meeting agenda to such director who must temporarily leave the meeting during that agenda. A resolution for a meeting agenda requires votes by at least two-thirds of total directors. The final decision of a meeting of the Board of Directors is based on the majority of votes. One (1) director of MCOT Plc. shall hold one (1) voting right. The director having material interest in any matter shall have no right to vote for it. In case of an equality of votes, the Chairman of the meeting shall retain the right to give one (1) casting

vote. Any directors of MCOT Plc. objecting to such resolution must be noted in the minutes of meeting, except in any agenda specified in the Articles of Association of the Company or other related laws that it may be required that the resolution passed by votes superior to the majority votes.

A typical board meeting would last four - five (4 - 5) hours. The Chairman of the Board shall allocate sufficient time to each director so that each could discuss any information and problems adequately, and share opinions thoroughly. The Board of Directors encourages the President to invite other top executives to attend the board meetings to give explanations and supplementary information. The Corporate Secretary Department is responsible for taking minutes of meetings and retaining the complete and accurate meeting information or documents, and for giving advice on relevant rules. In 2022, there were 16 board meetings in total to which important agenda items have been proposed for consideration and acknowledgement such as review and approval of the Company's vision, mission, strategy, plan, business plan and annual budget, corporate risk management plan, audit plan, financial statements of MCOT Plc., budget to be invested in other projects, financial liquidity, monitoring of debts, revision of working rules and regulations, corporate restructuring and human resource management, etc.

The Board of Directors approved a joint meeting with non-executive directors in the meeting of the Board of Directors on June 28, 2022. Before the said meeting started, the Company's non-executive directors and independent directors had the meeting together where the Company's executives were not involved so as to discuss general management and corporate governance problems of the Company. The discussion issues were sent to the President for further actions.

The minutes of the Board of Directors meetings covered all essential issues and all the minutes

unanimously approved. Discussions raised in the meetings along with directors' opinions were clearly recorded. All minutes and attached documents were systematically filed under tight security.

In addition, in 2022, the assessment of efficiency of the Company's board meetings in respect with meeting arrangement and meeting procedure was conducted so that the management of MCOT Plc. could utilize such assessment result to improve the meeting quality. The assessment result of the board meetings of MCOT Plc. for the year 2022 was in the level of "Very Good", representing 94.64%.



Meeting attendance of Board of Directors and 7 committees in 2022 (As of December 31, 2022)

Name	Board of Directors 16 meetings	Audit Committee 12 meetings	Nomination Committee 8 meetings	Remuneration Committee 8 meetings	Risk Management Committee 5 meetings	Corporate Governance Committee 3 meetings	Executive Committee 10 meetings
1. Pol.Gen. Tawitchat Palasak	16/16	-	-	-	-	-	-
2. Mr. Sommai Lakananurak	16/16	-	-	-	4/4	-	10/10
3. Mr. Chanvit Nakhburee	2/2	-	-	1/1	2/2	-	-
4. Mr. Boonson Jenchaimahakoon	15/16	-	-	-	4/4	-	10/10
5. Miss Kornpranom Wongmongkol	16/16	-	-	4/4	-	3/3	10/10
6. Asst. Prof. Kangwan Yodwisitsak	16/16	12/12	8/8	-	-	-	-
7. Mr. Phaiboon Siripanoosatie	15/16	-	-	-	7/8	-	9/10
8. Asst. Prof. Prasert Akkharaprathomphong	16/16	-	8/8	-	8/8	3/3	-
9. Mrs. Yanee Sangsrichun	16/16	5/5	2/2	8/8	4/4	-	-
10. Pol.Lt.Gen. Sirichun Chunsangsawang	16/16	12/12	-	8/8	-	-	-
11. Mr. Sirote Ratanamahatana	16/16	-	-	-	8/8	3/3	9/10

Meeting attendance of the board members/specific committees resigning from office on 2022

Name	Board of Directors 16 meetings	Audit Committee 12 meetings	Nomination Committee 8 meetings	Remuneration Committee 8 meetings	Risk Management Committee 5 meetings	Corporate Governance Committee 3 meetings	Executive Committee 10 meetings
1. Mrs. Pattaraporn Vorasaph	8/8	-	-	3/3	-	1-1	-
2. Mr. Pravaid Audthasupapon	9/10	7/7	6/6	-	-	-	-
3. Assoc. Prof. Kasemsarn Chotchakornpant	12/12	-	-	-	4/4	-	7/7

2. Remuneration and Meeting Allowances for the Board of Directors of MCOT Plc.

MCOT Plc. has set director remuneration that is fair and reasonable. The Remuneration Committee is responsible for reviewing and ensuring appropriate remuneration for directors, by considering the remuneration framework for the Board of Directors and specific committees in 2022, such as the practice guideline of listed companies in the same industry, practice guideline of listed company that is also a state enterprise, corporate governance principle, operating performance, size of the business, and the responsibility of the Board of Directors. The remuneration includes salary, meeting allowance and bonus. Directors who are assigned to set in special committee shall receive additional remuneration according to the increasing responsibilities. The directors' remuneration has already been approved by the annual general shareholders meeting.

Directors' Remuneration

- Salary and meeting allowance of MCOT Plc's Board of Directors in 2022

Unit : Baht

Items	Directors	Chairman	Conditions
Remuneration/month	15,000.-	30,000.-	<ul style="list-style-type: none"> - Payment made on a monthly basis regardless of attendance. - If appointed as director in the middle of a month, remuneration shall be calculated in accordance with an actual term of such director.
Packaged meeting allowances/month	20,000.-	25,000.-	<ul style="list-style-type: none"> - Payment made only to those being present at the meeting. - Payment made not exceeding 15 times/year

- The Remunerations and meeting allowance for the Company's Committees in 2022

Unit : Baht

Name	Remuneration (per month)	Allowance (only when presented at the meeting)
1. Audit Committee		
- Chairman	12,500.-	6,250.-
- Member	10,000.-	5,000.-
2. Nomination Committee		
Remuneration Committee		
Risk Management Committee		
Corporate Governance and Sustainable Development Committee		
Corporate Relations Committee		
- Chairman	-	12,500.-
- Members	-	10,000.-
3. Committees, Sub-committees and working groups other than the committees in 1 and 2 (except the Directors which is appointed by the Board of Directors)	-	10,000.-
Any Company's directors appointed to perform duties as members in more than two committees, sub-committees or working groups other than the Board of Directors (including the committees in Clause 1-3) shall receive meeting allowances for two committees only.		
Note: 1. For the remuneration of the Audit Committee, if any member of the Audit Committee is appointed in the middle of a month, the remuneration shall be calculated in accordance with an actual term of such director.		
2. Chairman shall receive the additional meeting allowance by 25 percent.		

Bonus for directors in 2022

The total amount of bonus for all directors shall not exceed 0.25 percent of the net profit of the Company or not exceed Baht 500,000 per director. In case that MCOT Plc. receives the scores of State Enterprise Performance Appraisal of the Ministry of Finance lower than 3.00, the bonus for directors shall be proportionately reduced as follows:

- Scores lower than 3.00 - 2.50 - Bonus for each director shall be reduced by 25 percent
- Scores lower than 2.50 - 2.00 - Bonus for each director shall be reduced by 50 percent

The Chairman and Vice Chairman shall obtain the additional bonus of 25 percent and 12.5 percent respectively.

In 2022, the Board of Directors omitted the bonus payment because the Company recorded loss, and had investment commitment in its business operations.

Other benefits

- None -

Meeting Allowance, remunerations and bonus of the Company's Directors in 2022 (All Committees)

No.	Name	Meeting allowance	Remuneration	Bonus*	Committee		Total
					Meeting Allowance	Remuneration	
1.	Pol.Gen. Tawitchat Palasak	375,000.00	360,000.00	-	-	-	735,000.00
2.	Mr. Sommai Lakananurak	300,000.00	180,000.00	-	235,000.00	-	715,000.00
3.	Mr. Boonson Jenchaimahakoon	300,000.00	180,000.00	-	202,500.00	-	682,500.00
4.	Mr. Chanvit Nakburee	40,000.00	32,903.23	-	30,000.00	-	102,903.23
5.	Miss Kornpranom Wongmongkol	300,000.00	180,000.00	-	160,000.00	-	640,000.00
6.	Asst. Prof. Kangwan Yodwisitsak	300,000.00	180,000.00	-	162,500.00	150,000.00	792,500.00
7.	Mr. Phaiboon Siripanoosathien	300,000.00	180,000.00	-	152,500.00	-	632,500.00
8.	Asst. Prof. Prasert Akkharapraphomphong	300,000.00	180,000.00	-	177,500.00	-	657,500.00
9.	Mrs. Yanee Sangsrichun	300,000.00	180,000.00	-	155,000.00	50,000.00	685,000.00
10.	Pol.Lt.Gen. Sirichun Chunsangsawang	300,000.00	180,000.00	-	160,000.00	120,000.00	760,000.00
11.	Mr. Sirote Ratanamahatana	300,000.00	180,000.00	-	190,000.00	-	670,000.00
Total							7,072,903.23

* The bonus payments to directors shall be made proportionately to each respective director's tenure period.

Note: In case MCOT Plc. has received the score of 3.00 points or higher according to Ministry of Finance's state enterprise performance measurement

Directors resigning from office in 2022

No.	Name	Meeting allowance	Remuneration	Bonus*	Committee		Total
					Meeting Allowance	Remuneration	
1.	Mrs. Pattaraporn Vorasaph	160,000.00	75,000.00	-	40,000.00	-	275,000.00
2.	Mr. Pravaid Audthasupapon	180,000.00	103,064.49	-	65,000.00	68,709.66	416,774.15
3.	Assoc. Prof. Kasemsarn Chotchakornpant	240,000.00	120,000.00	-	90,000.00	-	450,000.00
Total							1,141,774.15

8.1.3 Governance of subsidiaries and associated companies

Report under Article 6 Good Corporate Governance Policy on Governance of Subsidiaries and Associate Companies

8.1.4 Monitoring of the implementation of corporate governance policy and practice guideline

1. The use of insider's information

MCOT Plc.'s corporate governance policy also requires directors and executives to refrain from trading of securities of MCOT Plc. or other listed companies at least one (1) month before announcement of information that materially affects the Company's financial status is submitted to the Stock Exchange of Thailand, and at least three (3) days after such announcement. The Corporate Secretary shall send a letter to inform the directors and executives before the financial statements are publicly disclosed to prevent the illegal use of insider trading. A new director or executive must report his/her holding of securities within 30 days after assuming his/her position, and also report the Board of Directors or the person authorized by the Board of Directors of MCOT Plc. whenever he/she trades any securities at least 1 day before each trading, and also report the Securities and Exchange Commission within 3 business days. The holding of securities by every director and executive must be disclosed in Form 56/1 One Report as well.

2. Conflicts of Interest

MCOT Plc. discloses significant information to prevent conflict of interests and to prevent activities that may cause conflict of interest, and illegal or inappropriate transactions. In 2022, MCOT Plc. issued the Order, No. 135/2565 regarding Disclosure of Transactions Which May Have Conflicts of Interest.

To avoidance of doubt, MCOT Plc. provides the criteria and practice guideline on conflicts of interest.

Preparation of Report of Items that May Involve Conflict of Interest with MCOT Plc.

MCOT Plc. requires its directors, executives and all employees to prepare the report of items that may involve conflict of interest with MCOT Plc., by disclosing the items that may have conflict of interest with MCOT Plc. In approving any items through the conflicts of interest reporting system, no special conditions or requirement shall be included. According to the Company's Order, No. 135/2565 regarding Disclosure of Transactions Which May Have Conflicts of Interest, its employees are required to disclose the transactions which may have conflicts of interest with the Company within October 31 of each year. During the year, if any conflicts of interest or suspicion of the conflict of interest occurs, the employee must inform of that within 30 days.

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

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

3. Activities to campaign for and promoting corporate governance, business ethics and anti-corruption

The Corporate Governance Committee is responsible for supervising and implementing activities under the corporate governance and anti-corruption policy, setting goals and annual indication as approved by the Corporate Governance Committee and the Board

of Directors. In addition to the operations and continuous development stated in 6. Corporate Governance Policy on Anti-Corruption, MCOT Plc. has implemented activities to support corporate governance, ethics and anti-corruption actions in 2022 as follows:

◆ Directors, executives and employees attending training/seminars in related programs as listed below.

1. The seminar on “Project to develop and promote the corporate governance of the contractual parties to the state agencies: an activity to life the corporate governance in the contractual parties to the state agencies”, held by the Office of the NACC, Area 1, and Bangkok Metropolitan Administration on July 19, 2022 at The Emerald Ratchada.

2. The discussion under APEC Framework entitled “Promotion of Media Involvement in Anti-corruption” held by the Office of the NACC on July 26, 2022 at the Office of the NACC, Sanambinnam.

3. The forum on moral standards of the Constitutional Council and persons holding positions in any independent organizations, together with the Auditor General, and heads of the administration unit of the Constitutional Court and other independent organizations, B.E. 2561 via Facebook Live: Sanya Dhammasakti Institute for Counter-Corruption in the following topics:

- Principle and rationale of providing the Code of Ethics
- Duties and authority of the NACC in conducting an inquiry, making a decision, and reaching a resolution for an alleged culprit in an offence of ethical misconduct
- Differences between legal proceedings in the criminal offence, taking a disciplinary action, and criminal proceedings in case of grossly violating or failing to comply with the Code of Ethics

4. The public seminar on “The Anti-Corruption Strategic Management for Senior Executive Project” in the following topics:

- Innovation for Transparency of the Government Procurement in Large Government Projects, by Mr. Chadchart Sittipant, Bangkok Governor
- Proactive Strategy to Prevent the Corruption in the Government Procurement, by Ms. Suppornrat Sookpoom, Deputy Secretary-General of the House of Representatives

5. SUSTAINABILITY WITH MORAL, No. 12, Path of Moral to Sustainable Development, Survive, and Live together “Happy and Sustainable Thai Society”, held on August 24, 2022 via Facebook Live: The Moral Center (Public Organization).

◆ Dissemination of knowledge about MCOT+S

- The corporate value is the core base molding all executives and employees to be the good and quality personnel for the organization and society. In 2022, MCOT Plc. has adjusted the personnel behavior, and formulated the joint working approach. In this regard, the executives have been designated to be the role model who is an important factor promoting the employees to behave in line with the corporate value.

- The President's policy was to focus on communicating with MCOT employees at all levels through CEO's message by praising the working team that has performed the work professionally and the performance has been widely accepted. He viewed that every employee was an important person mutually moving the organization forward securely. This was to arouse “cooperation” in the organization, and to unite all personnel in it.

- Top executives have given good cooperation to be the role model in order to arouse behaviors under the corporate value.

- The corporate value, MCOT+S, has been communicated to all employees via MCOT E-learning so that they could access to and learn about it at all time.

- Self-learning, e.g., E-learning, Facebook Group: Share with HRMCOT was a channel provided to the employees for their self-development.

- The training, learning, and development activities provided to root MCOT+S were as follows:

M: Modernity - Updated, learn and develop endlessly, think creatively like entrepreneurs, make no bones about creating and taking actions with no fear of mistake

“Sook Bai!! Sabuy Talk #13: Change Yourself, Adjust Your Thought, Defeating the Digital Life” activity was held to root the digital mindset and digital skills in the MCOT employees so that they would have the updated working concept, and be always ready to change their working process for changes in the world.

C: Collaboration - Collaborate, teamwork, and eager to help

Project Penjai is a project initiated by Future Leader, Class 2 with an idea to use the unused broadcast studio to generate some income for the organization. Studio 7 was provided for rent and production service as a pilot project. Other employees might visit and have a shopping in Penjai Market, and they might share any advice or comments in using such broadcast studio and system.

O: Operational Excellence - Contribute, responsible for duties, establish the target for joint achievements, drive to reach the outcome

The workshop was held to lift the operation of Thai News Agency: “9 Evening News” program. This is a channel of gathering the comments, details, and suggestions from the Management, personnel of Thai News Agency, and other persons related to the preparation of the work plan/project/activity in the manner of quick win so that the potential of “9 Evening News” program could be lifted tangibly.

T: Transparency & Trust - Trust, sincere, believe in team, and pay respect with each other

The project to develop the first-level management, “The Art of Managing People”, was

provided for the management at the department manager level so that the project participants could understand the skills of handling people, and communicate with their subordinates and other co-workers properly. They also learnt the coaching techniques, and gave some feedback so that the employees in a particular department could perform their work relevantly to the established target for the best interest to the organization.

S: Spirit - Have spirit, work with heart, and be professional

The activity “Sook Bai!! Sabuy Talk #12: How to Perform Your Duties Happily, and Benefit Yourself and Others” was held. This activity was linked to the corporate social responsibility operating plan under MCOT Cares guideline in order to promote the employees’ attitude in doing CSR in process, that is, the corporate social responsibility activities could get along with the operating process for which the employees were responsible. This would also encourage the public mind among the employees, which was consistent with MCOT+S value in the topic of “Spirit” or work with heart and be professional.

◆ Activities of distributing and publicizing the information about the prevention of anti-corruption and misconduct through MCOT media (to target audience: general public), including television, radio and social media, such as Bai Nee Mee Kham Tob program, radio spots. “Than Khao Than Kot Mai” program on FM 100.5 MHz.

◆ Introducing self-assessment on anti-corruption measures to support the re-certification, Round 3, of membership of the Private Sector Collective Action Corruption. MCOT has become a member and was certified as the member of CACC for the first time on May 25, 2017.

4. Whistleblowing

MCOT Plc. has designated channel for petition and reporting clue, which covers the receipt of petitions, factfinding, monitoring and reporting the petition result as well as the protection persons who file petition. The Board of Directors of MCOT Plc. has regulated the communication channels with all groups of stakeholders so that they can file petition or report clue when they are treated unfairly by any personnel of MCOT Plc. or they may notice any actions that is or may be the dishonest or misconduct, breaking of laws, bribery, violation or failure to comply with rules, regulations, obligations, policies and orders as well as breaching ethical codes and business conduct of the Company.

Whistleblower Channels The petition or report clue can be filed via the following channels:

1. Letter : sent to the Board of Directors of MCOT Plc. or the Audit Committee or the Corporate Governance Committee or Office of Human Resources or Corporate Communication Department

2. Email : sent to the supervisor or directors @mcot.net, ia@mcot.net, cgmcot@mcot.net, pr@mcot.net, voc@mcot.net.

3. Intranet system of MCOT Plc. : <http://voc.mcot.net/>

4 Website : www.mcot.net, www.opm.go.th (Complaint Handling Program of the Public Service Center, the Office of the Permanent Secretary, the Prime Minister's Office)

5. Telephone : 0 2201 6000

Whistleblower Procedure The person receiving the petition shall submit such petition to the central coordinator of the petition receipt system (Voice of the Customer (VOC)). The central coordinator will submit the petition to all related agencies by considering their independence to handle such petition, investigate facts, monitor and report the resolution in order to ensure that the petition received is handled appropriately. The whistleblower guideline is as follows.

1. Petitions related to violation or failure to comply with human resource rules, regulations, obligations, policies and orders shall be directed to the Office of Human Resources.

2. Petitions related to ethics and code of conduct of executives and employees of MCOT Plc. shall be directed to the Ethical Committee for Executives and Employees.

3. Petitions related to violation or failure to comply with the corporate governance policy and principles shall be directed to the Company Secretary.

4. Petitions related to misconduct relating to corruption or illegal conduct, e.g., fraudulent conversion, embezzlement, etc., they must be directed to the President or the Audit Committee

5. Petitions related to products and services, e.g., program broadcast, provision of the digital terrestrial television network, etc. shall be directed to the Corporate Communication Department.

6. Petitions subject to Item 1 - 4 above are complicated or involve several agencies, they must be directed to the Board of Directors or the President.

Protection to persons who file petition or report clue and other related persons

The persons who file petition or report clue or any related persons will obtain appropriate and fair protection from MCOT Plc. such as no degradation, suspension from office, threatening, dismissal or other unfair actions to the persons who file petition or report clue or other related persons. The information stated in the petition will be kept confidential and not disclosed to any persons who are not related to it, except as required by law.

The Company has established a policy that its business operations must be based on transparency with creditability and trust from the public and society under the principles of trustworthiness, respect, responsibility, fairness, caring, and citizenship. MCOT Plc. has presented its qualified products and services

covered by the state-of-the-art technologies in a fair price and under good and fair competition. As a media acting as an intermediate, MCOT Plc. must take into account the rights to know and rights to access by general people. To enhance the public trust in behaviors of media professionals, MCOT Plc. has adhered to morality and code of conduct of broadcasting professionals by presenting precise, accurate, complete, balanced and fair information, and paying respect to human rights, personal rights, family rights, prestige and reputation, personal information, professional autonomy, social responsibility, impact to consumers, and copyright and intellectual property. If any information is referred or copied from other information sources, that is, the sources for such information communicated must be informed. MCOT Plc. has also promoted the preservation of national art, culture and tradition to maintain the society and good social value and

local wisdom. MCOT Plc. has also protected children and youth shown in media, and from risky contents, offering public space, public news in important public events, and hated communications.

5. Report on change to portfolio

In 2022, MCOT Plc. by the Corporate Secretary sent 4 letters informing directors and the executives to refrain from trading stocks of MCOT Plc., and other listed companies with relationship to MCOT Plc.

- (1) For 2022 period
from January 18 - February 25, 2023
- (2) For the 1st quarter
from April 8 - May 19, 2022
- (3) For the 2nd quarter
from July 11 - August 17, 2022
- (4) For the 3rd quarter
from October 7 - November 14, 2022

Report of MCOT Plc.'s Directors' Portfolio in 2021 and 2022

No.	Name	Shareholding		Increase (decrease) during the year	Remarks
		As of Dec 31, 2022	As of Dec 31, 2021		
1.	Pol.Gen. Tawitchat Palasak	-	-	-	Holding no shares of MCOT Plc.
2.	Mr. Sommai Lakananurak	-	-	-	Holding no shares of MCOT Plc.
3.	Mr. Chanvit Nakhburee	-	-	-	Holding no shares of MCOT Plc.
4.	Mr. Boonson Jenchaimahakoon	-	-	-	Holding no shares of MCOT Plc.
5.	Miss Kornpranom Wongmongkol	-	-	-	Holding no shares of MCOT Plc.
6.	Asst. Prof. Kangwan Yodwisitsak	-	-	-	Holding no shares of MCOT Plc.
7.	Mr. Phaiboon Siripanoosatien	-	-	-	Holding no shares of MCOT Plc.
8.	Asst. Prof. Prasert Akkharapraphomphong	-	-	-	Holding no shares of MCOT Plc.
9.	Mrs. Yanee Sangsrichun	-	-	-	Holding no shares of MCOT Plc.
10.	Pol.Lt.Gen. Sirichun Chunsangawang	-	-	-	Holding no shares of MCOT Plc.
11.	Mr. Sirote Ratanamahatana	-	-	-	Holding no shares of MCOT Plc.

**Report on shareholding of directors vacating the office at the end of term
and resigning during the year 2022**

No.	Name	Shareholding		Increase (decrease) during the year	Remarks
		As of Dec 31, 2022	As of Dec 31, 2021		
1.	Mrs. Pattaraporn Vorasaph	-	-	-	Holding no shares of MCOT Plc.
2.	Mr. Pravaid Audthasupapon	-	-	-	Holding no shares of MCOT Plc.
3.	Assoc. Prof. Kasemsarn Chotchakornpant	-	-	-	Holding no shares of MCOT Plc.

Executives' shareholding in 2022

No.	Name	Shareholding		Increase (decrease) during the year	Remarks
		As of Dec 31, 2022	As of Dec 31, 2021		
1.	Miss Soontareeya Wongsirikul	-	-	-	
2.	Mrs. Chothip Norasretkul	-	-	-	
3.	Mr. Sommai Suwannawong	0.000013	0.000013	-	
4.	Mr. Phatiyut Jaisawang	-	-	-	
5.	Mr. Kittipong Khantiratana	0.000009	0.000009	-	
6.	Ms. Krisana Ubolpheng*	-	-	-	
7.	Mr. Khajohnsak Jaturapattaranon	-	-	-	
8.	Mr. Thanin Thavonsassanavong	0.000116	0.000116	-	
9.	Mr. Noppadol Korniti	0.000010	0.000010	-	
10.	Mr. Phairach Santhawe	-	-	-	
11.	Mr. Suwit Supmahaudom	0.000068	0.000068	-	
12.	Mr. Nimit Sukprasert	-	-	-	
13.	Mr. Kriengsak Kangwanwong	-	-	-	
14.	Miss Salinee Chimwarun*	-	-	-	

In 2022, there was no change in shareholding in the Company of Directors and senior executives.

- Note - Executives means President, the top four executives, and persons holding executive-equivalent positions in the next four ranks after the President, including executives in the accounting and finance
- *Holding executive level position in accounting or finance from department director or equivalent level up

6 Assets and liabilities report submission to NACC

- Details are published under Section 2 Corporate Governance

7. Report of conflicts of interest in meetings

- Details are published under Section 2 Corporate Governance

8. Consideration and review of connected transaction

- Details are published under Section 2 Corporate Governance

8.2 Performance Report of Specific Committee

The Board of Directors has appointed specific committees by nominating directors who sit in MCOT Plc. Board of Directors and external experts with specialization to screen and supervise specific functions on the Board's behalf. The qualifications, duties and responsibilities of each specific committee has been clearly stated in the order and charter of each committee. Most of the members of specific committees are independent directors. The Chairman of the Board of Directors shall not be the chairman of any specific committee.

8.3 Report on the Performance of the Audit Committee in 2022 is as follows

8.3.1 Report on the performance of the Audit Committee

Details are published on page 177

8.4 Report on the Performance of Specific Committee in 2022 is as follows

8.4.1 Report on the performance of the Nomination Committee

Details are published on page 180

8.4.2 Report on the performance of the Remuneration Committee

Details are published on page 182

8.4.3 Report on the performance of the Risk Management Committee

Details are published on page 184

8.4.4 Report on the performance of the Corporate Governance and Sustainability Committee

Details are published on page 186



REPORT OF THE AUDIT COMMITTEE

The Audit Committee of MCOT Public Company Limited consisted of 3 Independent Directors including Assistant Professor Kangwan Yodwisitsak, Chairman and 2 members including Pol.Lt.Gen. Sirichun Chunsangsawang and Mrs. Yanee Sangsrichun. The appointment of Mrs. Yanee Sangsrichun as Member was effective on August 1, 2022 in replacement of Mr. Pravaid Audthasupaporn, who retired from Directorship due to mandatory retirement age. Mr. Khajohnsak Jaturapattaranon, Senior Vice President of Internal Audit Office as appointed as Secretary.

In 2022, the Audit Committee convened 12 meetings, as detailed below.

7 meetings were convened from January 1 - July 31, 2022.

Asst.Prof.Kangwan Yodwisitsak	attended 7 meetings.
Mr. Pravaid Audthasupapon	attended 7 meetings.
Pol.Lt.Gen. Sirichun Chunsangsawang	attended 7 meetings.

5 meetings were convened from August 1 - December 31, 2022.

Asst. Prof. Kangwan Yodwisitsak	attended 5 meetings.
Pol.Lt.Gen. Sirichun Chunsangsawang	attended 5 meetings.
Mrs. Yanee Sangsrichun	attended 5 meetings.

The Audit Committee performed its work independently in conformity with duties and responsibilities formulated in the Charter of the Audit Committee, as assigned by the Board of Directors. The Audit Committee had determination to ensure that the Company's operation is in compliance with the Principles of Corporate Governance, rules and regulations, and good practice stipulated by the Securities and Exchange Commission, the Stock Exchange of Thailand and relevant supervising agencies. The Audit Committee performed its assigned duties with including the implementation of assigned duties with transparency, fairness, creditability and verifiability with a focus on balance power system in operational and decision-making process in order to enhance the utmost benefits to all shareholders, employees, and other related parties. The Audit Committee also supervised the Office of Internal Audit to ensure efficiency in operations to keep up with

the standards. The Audit Committee also invited MCOT's management to attend the meetings to discuss important issues.

Significant details of the Audit Committee's duties in 2022 are summarized below.

1. Financial reports The Audit Committee reviewed the quarterly and annually financial statements by taking into account certain significant transactions, appropriateness of the accounting policy formulated for the preparation of financial statements, accuracy and adequacy of information disclosure in the Financial Statements and Notes to the Financial Statements, and Key Audit Matters. The Audit Committee also followed up on operations of management as specified in the report of the external auditor and considered Management Discussion and Analysis of the Company and operating results. The Audit Committee

additionally asked for the external auditor's comments about accuracy of financial statements, information disclosure, and significant accounting improvements. The Audit Committee was of opinion that the Company's financial statements and information disclosure were adequate and appropriate under generally accepted accounting principles. In addition, the Audit Committee attended meetings with the Auditor in which MCOT's management was absent in order to freely discuss the financial report.

2. Internal control and risk management

The Audit Committee studied the results of control self-assessment according to regulations of the Ministry of Finance on internal control for government agencies B.E. 2561. In 2022, it also reviewed the Company's plans and results of internal control revision focusing on implementation of preventive measures and specification of responsibilities and guidelines based on "Three lines Model" principle. The Audit Committee improved work processes by reducing unnecessary operations and use of resources to ensure efficiency. In respect with the risk management, the Audit Committee reviewed and assessed the effectiveness of the risk management system on fraud and corruption carried out by the Company's Management. The Audit Committee also attended the meetings with head of risk management division to give advices on internal control and risk management of the Company as well as management of compliance risks at an acceptable level on a quarterly basis.

3. Governing of internal control activities

The Audit Committee reviewed the strategic plans, annual and long-term audit plans. It also ensured compliance with plans and inspection results of the Internal Audit Office and provided advices to increase effectiveness to align with good practice and State

Enterprise Assessment Model: SE-AM. It also monitored and urged the Management to proceed with all improvements as proposed. In addition, the Audit Committee assessed the adequacy of audit resources and independence of the Office of Internal Audit, reviewed the Charter of the Office of Internal Audit and encouraged Internal Audit officers to keep pace with standard and meet the performance evaluation criteria of state enterprises as well as evaluated performance of Senior Vice President, Office of Internal Audit.

4. Governing of corporate governance and compliance with regulations and laws

The Audit Committee ensured that the Company's operations complied with good governance policies and reviewed complaint submission processes and legal compliance and followed up on current legal status and lawsuits. In addition, the Audit Committee supported operating business in compliance with the Integrity and Transparency Assessment (ITA) criteria. As a result, MCOT received "A" in the assessment of ITA in 2022. As a member Thai Private Sector Collective Action Coalition against Corruption (CAC), the Audit Committee was committed to promoting amendments of anti-corruption measures. MCOT also prepared for applying for an extension of Certificate that was due to expire in 2023.

5. Connected transactions and potential conflicts of interest

The Audit Committee reviewed connected transactions and potential conflicts of interest to ensure that they were in compliance with laws and regulations of the Stock Exchange of Thailand. In 2022, the Audit Committee were of the opinion that the connected transactions and potential conflicts reviewed were normal and reasonable and disclosed the information to the public sufficiently.

6. External auditor

In 2022, the Audit Committee convened 4 meetings with EY Audit Ltd., the Company's Auditor. The Audit Committee also attended the meetings with the auditor with the management being absent to discuss work plans, scope of work and ensure independence of the work of the auditor. The Audit Committee resolved to approve EY Audit Ltd. to be the Company's auditor for the year 2023 as approved by the State Audit Office of the Kingdom of Thailand in compliance with regulations of the State Audit Commission on Criteria on Appointment of the Auditor B.E. 2562. The resolution was to be proposed to the 2023 Annual General Meeting of Shareholders for approval of the Auditor as well as the audit fee for the year 2023.

7. Quality maintenance

The Audit Committee reviewed the Charter of Audit Committee and carried out self-assessment in accordance with the Best Practice as defined by the Stock Exchange of Thailand. The assessment result indicated that the Audit Committee performed its duties adequately and independently as defined in the Charter of the Audit Committee and other related rules and regulations.

The Audit Committee submitted a quarterly operational report to the Board of Directors. The Audit Committee proposed advices to increase values of MCOT to make them more tangible. In addition, skills and knowledge of the Audit Committee were consistently to comply with operations of MCOT.

The Audit Committee, with abilities, knowledge, prudence, and transparency, performed its duties and responsibilities as prescribed in the Charter of the Audit Committee. The Audit Committee proposed its opinions independently for the benefits of all stakeholders, to add values, improve governance, risk management, internal control and compliance with relevant regulations and laws. After having performed its duties and responsibilities, the Committee was of the opinion that MCOT's Financial Statements were properly prepared and reliable in accordance with the accounting standards. Moreover, the Audit Committee ensured that MCOT appropriately established the internal control and audit systems, reasonably prepared connected transactions, sufficiently disclosed the Company's information and complied with relevant rules and regulations on business operations.



(Asst. Prof. Kangwan Yodwisitsak)
Chairman of the Audit Committee



REPORT OF THE NOMINATION COMMITTEE

The Nomination Committee of MCOT was appointed by the Board of Directors effective at the meeting 10/2022 July 26, 2022, comprising 3 following Directors:

1) Assistant Professor Kangwan Yodwisitsak	Chairman
2) Assistant Professor Prasert Akkharaprathompong	Member
3) Mrs. Yanee Sangsrichan	Member

Senior Vice President of Human Resources Office was appointed as Secretary of the Nomination Committee. The Nomination Committee performed all assigned duties prudently, carefully, and completely in compliance with the Charter and the Principles of Good Corporate Governance. In 2022, the Nomination Committee convened 8 meetings to consider the following key issues:

1. Considering a list of individuals to be nominated as Directors to replace those retiring by rotation and resigning prior to completion of tenure. The nomination procedures were in line with the Principles of Good Corporate Governance, and undertaken transparently in order to select Directors with knowledge, abilities, and experiences from various areas, which would be beneficial to the Company's operations. In this regard, the Nomination Committee took into account necessary skills, knowledge, and expertise Directors (Skill Matrix). The nominated persons were required to possess qualifications and no prohibited characteristics as prescribed by related laws and regulations; for example, the General Qualifications of Member and Official of State Enterprise

Act, B.E. 2518 and its Amendment, the Public Limited Companies Act, the Securities and Exchange Act, the Regulations of the Office of the Prime Minister on State Enterprise Policy and Governance Determination, as well as the Company's Articles of Association, and the Principles of Corporate Governance. The database from the Director Pool provided by the State Enterprise Policy Office and Thai Institute of Directors was considered as well. In addition, the nominated persons must have had neither criminal records nor conflicts of interest with MCOT. The list of the candidates were to propose to the Board of Directors for consideration and approval before being further proposed to the Company's shareholders' meeting for approval. As MCOT Plc. is a state enterprise; therefore, the list of qualified persons requires an approval of the State Enterprise Policy Commission (SEPC) to conform to the Regulation of the Office of the Prime Minister on Policy and Governance of State Enterprises, B.E. 2557

2. Considering nomination for the 3 positions of Executive Vice President, Marketing and Sales Group, Executive Vice President, Product Group and Executive Vice President, Corporate Management

Group, in accordance with relevant criteria and regulations, in accordance with the Charter for the Nomination Committee of MCOT. The appointment of the 3 positions was announced.

3. Reviewing the Nomination Committee Charter to align with the 2017 Corporate Governance Principles for Listed Companies set by the Securities and Exchange Commission of Thailand, Principles and Guidelines of Corporate Governance for State-owned Enterprises B.E. 2562 and Guidelines of the State Enterprise Policy Office, Ministry of Finance.

4. Selecting external specialized personnel to be a member of the Nomination Committee to carry out the nomination of President and Director-General, to meet qualifications of being a specialized person with abilities and experiences in compliance with the Act on Standard Qualifications for Directors and Officers of State Enterprises B.E. 2518 and Amendments. The appointment of such specialized personnel was announced and timeline for nomination of President and Director-General was set to align with the KPIs.

The Nomination Committee was committed to carrying out the nomination process of Directors and top management of MCOT with transparency in compliance with related laws and regulations and the Company's corporate governance policies, to gain higher level of trust and be accepted by all stakeholders.



(Asst. Prof. Kangwan Yodwisitsak)

Chairman of the Nomination Committee



REPORT OF THE REMUNERATION COMMITTEE

The Remuneration Committee of MCOT was appointed by the Board of Directors effective at the meeting 15/2022 November 10, 2022, Committee of MCOT comprised of 3 members as listed below.

1) Pol.Lt.Gen. Sirichun Chunsangsawang	Chairman
2) Mr. Chanvit Nakhburee	Member
3) Mrs. Yanee Sangsrichan	Member

Senior Vice President of Human Resources Office was appointed as the Secretary of the Committee. The Committee performed its duties completely as specified in the Charter and supported operations of Directors of MCOT in considering criteria for remuneration, meeting allowance and annual bonus payment to propose to the shareholders' meeting for approval. The Committee also considered types of payment for high-ranking executives at the level of Senior Vice President and higher. In 2022, the Remuneration Committee convened 8 meetings, which discussed the following significant issues:

1. Considering remuneration, meeting allowances and annual bonus payment for the year 2022 - 2023 for Directors, based on operating results, business size, practical guidelines of companies in the same business and listed companies, scope of duties of Directors and assessment results of the Directors on various topics set in an annual assessment, to be proposed to the 2022/2023 Annual General Shareholder's Meeting.

2. Evaluating performance of President for the year 2021 (September 1- December 31, 2021) based on performance, management capability and leadership to be proposed to the Board of Directors.

3. Negotiating remuneration with the qualified candidates for the 2 positions of Senior Vice President, Legal Office and Senior Vice President, President Office.

4. Evaluating performance of President for the year 2022 (January 1- June 30, 2022) based on performance, management capability and leadership to be proposed to the Board of Directors, ensure that performance of the President meets the KPIs and report to the Board of Directors.

5. Evaluating performance of executives at Senior Vice President level or higher for the year 2021.

6. Reviewing the Charter on Remuneration to be proposed to the Board of Directors.

7. Defining KPIs of executives at Senior Vice President level or higher for the year 2023.

Details of remuneration of Directors, Members of Sub-Committees and executives are disclosed in the Annual Report 2022 (56-1 One Report) for accountability and transparency.

A handwritten signature in blue ink, consisting of stylized Thai script followed by a large, sweeping flourish.

(Pol.Lt.Gen. Sirichun Chunsangsawang)
Chairman of the Remuneration Committee



REPORT OF THE RISK MANAGEMENT COMMITTEE

In 2022, MCOT's business was affected by changing business environment and new risk factors. The situation in the industry was worsened due to economic slowdown, the auction for radio frequency and rapidly changing consumer's behaviour. This put MCOT in a very challenging circumstance throughout 2022. Risk management was therefore essential in order for MCOT to overcome such challenge, seek opportunities, enhance competitiveness and achieve sustainable growth.

The Board of Directors realized the importance of Managing such risks, therefore, appointed the Risk Management Committee comprising 5 members with knowledge, expertise and experiences in various areas. President of MCOT was one of the members. The Risk Management Committee performed the duties of overseeing and managing the corporate risks to ensure that they stayed at an acceptable level under the scope of responsibilities as declared in the Charter of the Risk Management Committee, the Principles of Good Corporate Governance and the order of appointment of Risk Management Committee. To effectively manage the Company's risks and achieve the business goals in accordance with the corporate vision and direction, in 2022, the Risk Management Committee convened 8 meetings the significant details of which were summarized below:

1. Reviewing risk management policies, strategies and guidelines to ensure efficiency to achieve business objectives, in accordance with the Company's vision and direction.

2. Considering corporate risk management plans for the year 2022, giving advices on setting proactive risk management measures to manage various significant risks in accordance with the Risk Management guidelines set by the Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management Integrating with Strategy and Performance (COSO-ERM 2017), to identify key risk indicators, risk appetite and risk tolerance as well as the tangible risk management to mitigate severe impact that might have an impact on the Company's goal.

3. Supervising and following up to ensure compliance with risk management, action and strategic plans and studying actual performance in comparison with targeted performance quarterly. In 2022, the Risk Management Committee increase the frequency in following up on risk management from quarterly to monthly basis to closely monitor and quickly respond to the situation.

4. Proposing a report on opinions and advices to improve efficiency to the Board of Directors and integrate with MCOT's strategic plans to achieve better performance and create added values from risk management for the Company and solutions to problems affecting strategic operations and organizational development and consistently formulating directions and policies for future business.

5. Screening financial performance, plans and important projects as assigned by the Board of Directors to make recommendations before proposing to the Board of Directors

The Risk Management Committee was confident that it performed all duties in supervising and managing significant risks of the organization efficiently and appropriately to keep all risks at the acceptable level (Risk Appetite) in accordance with principles and best practice of Corporate Governance, for the best benefit of the organization, shareholders and stakeholders.



(Mr. Sommai Lukananurak)

Chairman of Risk Management Committee



REPORT OF THE CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE

The Corporate Governance and Sustainability Committee of MCOT comprised 3 members as list below.

1) Asst. Prof. Prasert Akkharapathompong	Chairman
2) Ms. Kornpranom Wongmongkol	Member
3) Mr. Sirote Ratanamahatana	Member

Vice President of Corporate Secretary Department was appointed as Secretary to the Committee. The Meeting of MCOT's Board of Directors No. 15/2022 on November 10, 2022, resolved to approve the Charter and change the title of the Committee from Corporate Governance Committee to Corporate Governance and Sustainable Development Committee. The Committee performed its duties completely as specified in the Charter and supported operations of Directors of MCOT in considering criteria and guidelines on good governance and ensuring that operations of MCOT comply with the criteria and guidelines to achieve sustainable growth. In 2022, the Committee convened 3 meetings, which discussed the following significant issues:

1. Reviewing the policy on anti-corruption to comply with criteria and regulations of regulatory authorities in consistency with the current situation and certifying application for extension of membership of Private Sector Collective Action Against Corruption (CAC), to be proposed to the Board of Directors for approval.

2. Considering the annual action plan on good governance to comply with criteria and regulations of regulatory authorities and practical guidelines of leading companies, to be proposed to the Board of Directors for approval.

3. Ensuring that MCOT implement an efficient anti-corruption system by supporting the preparation of the anti-corruption policy and related activities to enhance accountability and transparency, in compliance with corporate governance principles.


4. Encouraging and supporting training, communication, and giving advices on arranging any related activities for better understanding of the corporate governance, business ethics and code of conduct.

5. Defining policies, and giving advices on the Company's corporate social responsibility (CSR) plan, and monitoring consequences of activities to ensure that the CSR activities of MCOT benefit the society and be in line with the corporate vision and mission.

6. Giving advices on direction of the corporate governance and code of conduct in the future and expanding working scope covering all stakeholders to lift the corporate governance standards of MCOT.

In 2022, MCOT Plc. received an “excellent” score in the assessment of good corporate governance.

The Corporate Governance and Sustainability Committee was committed to ensuring that MCOT strictly comply with the corporate governance policy and professional ethics, and improving the Company’s corporate governance practice to meet the international standards, which would help MCOT gain higher level of trust and acceptance from all stakeholders.



(Asst. Prof. Prasert Akkharapathompong)
Chairman of the Corporate Governance
and Sustainability Committee

9 INTERNAL CONTROL

9.1 Internal Control

MCOT Plc. pays attention to the internal control, therefore, it arranges its internal control system to conform to the internal control guideline as defined by the resolution of the Council of Ministries regarding the Guidelines on Corporate Governance of State-owned Enterprises, and the Principle of the Ministry of Finance on Internal Control Standard for Government Agency B.E. 2561, together with the principles of good corporate governance for listed companies required by the Stock Exchange of Thailand in order to build the reasonable confidence that the operation of MCOT Plc. would attain the internal control purposes in respect with operating efficiency and proficiency whereas such internal control also includes the use of resources, maintenance of assets, prevention or reduction of errors, damage, leakage, wastage, or corruption. In respect with the reliability of financial and non-financial reports prepared for either internal or external use, they must be accurate, reliable, and timely. In respect with the compliance with laws, the rules and obligations pertaining to the business operation of MCOT Plc. as well as self-evaluation relating to anti-corruption measures pursuant to Thailand's Private Sector Collection Action Coalition Against Corruption (CAC) together with the guidelines on setting appropriate internal control measures notified by the Office of the National Anti-corruption Commission (NACC) would be applied as the operating guideline of MCOT Plc. so that the internal control will be the continual process inserted in every activity or business operation process of each department.

MCOT Plc. has improved and developed its internal control system regularly under the Internal Control - Integrated Framework or COSO 2013: The Committee of Sponsoring Organization of the Treadway Commission. In this regard, the Internal

Control Working Group was appointed to assess both adequacy and proficiency of such internal control system in the organization to ensure that it would attain the determined purposes and goals. The evaluation result in connection with the overall internal control would be reported, on the quarterly basis, to the supervisor at least once a year (within 90 days upon the end of each calendar year), and to the Internal Control Working Group and the Audit Committee whereas the Risk Management and Internal Control Department shall be the secretary to such Working Group that is in charge of planning and handling the internal control activities of each department so that the overall operation of the Company becomes more proficient and efficient.

In 2022, MCOT Plc. carried out some additional improvement of several working processes and systems to make its operating system and internal control more efficient. The management of the internal control system of MCOT Plc. may be categorized by the internal control components under the international standard framework (COSO 2013) in 5 components and 17 principles as summarized below.

1. Internal control environment - In general, MCOT Plc. has an appropriate and adequate internal control environment to proficiency and efficiency of its business operation. In 2022, MCOT Plc. focused on the continuous building of the good environment to enhance the standard, procedure, and basic structure for implementing the internal control throughout the organization. This deems an essential base enabling other internal control components to exist securely under the following management:

- Adhere to the internal control that arouses self-control by encouraging and promoting the corporate culture making personnel at all levels realize the

importance of integrity, and ethics in working; define the building of confidence, transparency, equitability, openness, frankness, and checkability or “transparency & trust” as the corporate core value that every personnel in the organization must abide by strictly; announce the use of “anti-corruption policy” as the guideline of business operation resisting all forms of corruption; announce the intent of operating the business in conformity with the principle of good governance as the direction guiding the Company’s executives and employees to perform their work honestly and responsibly under the principle of corporate governance; and operate the business in line with Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC) together with the guideline of morality and transparency evaluation prescribed by the NACC; adhere to any moral and ethical requirement along with business code of conduct and news ethics and code of conduct of MCOT Plc.; and carry out the MCOT Cares project to insist the Company’s determination to operate its business under transparency and social responsibility as a mass media, which would help promote its good image, build confidence among stakeholders in all sections, and entail the Company’s sustainability.

● Pay attention to the internal control that is formulated as the Company’s structure, personnel management policy, and hard control by improving the control environment to support the business operation and to increase the operating efficiency while the corporate structure is improved to conform to the present and future business operation; define precisely the power and duties of each position in writing while all rules and regulations of the Company is revised and improved to fit to the Company’s business operation; increase efficacy of the human resource management system by retaining high-competency personnel in the organization and the personnel’s skill development would be based on key competency in the creative and digital aspects so that they are relevant to the

present and future business competition; pay attention to the work performance evaluation system focusing on work achievements by transferring the corporate goals to practice through KPI of each line of work, agency, and department that is linked to the offering of compensation to all levels of employees so that they are inspired and driven to perform their work with full competency while the organization is driven to meet the determined target more efficiently.

2. Risk assessment - MCOT Plc. recognizes the importance of risk management to attain the business operation objectives under a great change of the media landscape that has been hugely affected by harsh competition of the TV digital business, acute change from the digital disruption, and the critical incentive from the crisis of COVID-19 pandemic. The Company appreciates that risk management is an essential component of all business operation processes linked in all levels; therefore, it is an important mechanism and tool of the business management to attain the established goals effectively, to boost the sustainable competitiveness and value-added for the organization. Hence, the Company formulates the risk management policy to be implemented by all personnel. The Company has carried out the risk management systematically, and developed it continuously. To elaborate, the corporate risks would be managed by the Risk Management Committee of MCOT Plc. with duties of supervising and determining the scope of risks in order to manage the corporate risks and operating risks under the supervision of specific executives responsible for that operating. It deems the duty and responsibility of every department in managing and control any risks to stand at the acceptable level. The Risk Management and Internal Control Department shall have duties of overseeing the corporate risk management procedure in general, and of performing duties on behalf of the Risk Management Committee by defining the Company’s objectives that are precise and consistent with objectives at the

activity level, by specifying various internal and external risks possibly affecting the attainment to such corporate objectives, by analyzing and assessing the risk level and finding out certain appropriate approaches and measures to handle those risks based on worthiness of controlling them. Such risks will be regularly monitored, assessed, and revised to be in line with any changing circumstances. In 2022, the Charter of the Risk Management Committee was reviewed to ensure that it would be appropriate, up-to-date, and in conformity with the Best Practice. The Risk Management Handbook was also reviewed and improved to be relevant to the Best Practice of COSO ERM 2017, which was subjected to the practice guideline on risk management for state-owned agencies, B.E. 2562 (2019), and the State Enterprise Assessment Model (SE-AM) applied currently, and consistent with any changes incurred as well.

Besides, MCOT Plc. made the corruption risk assessment form for all departments to assess any corruption risks in their important working processes, e.g., sales and marketing activities, procurement activities, etc. Meanwhile, each department was required to define other additional management measures/guideline to minimize any potential risks. This is to make the Board of Directors and management of MCOT Plc. feel sure that MCOT Plc. would have the adequate internal control system to prevent any fraud and corruption. It was found that most operating activities of MCOT Plc. were strictly, carefully, and adequately controlled to prevent the fraud and corruption in the Company.

3. Controlling activities - MCOT Plc. provides appropriate and adequate controlling activities by defining the policy and practice rules, which explicitly specify the scope of power and duties and budget approval, segregate duties and operating for important works bearing some risks, and determine certain controlling mechanisms to prevent or reduce errors from such operating. The internal control handbook and

operating handbook were also provided. The financial report and non-financial operating performance report have been regularly reviewed by the management, the Audit Committee, and the Board of Directors of MCOT Plc. Any problems or obstacles incurred would be resolved suddenly. MCOT Plc. also placed concise and adequate measures to prevent and care for risk assets based on the nature of its core business.

In 2022, MCOT Plc. revised and improved all rules, regulations, and obligations to better get along with its business operation, e.g., Rule on Differentiation of Department and Department Authority and Duties; Rule on Allocation of Benefits in Properties, Order on Authorization to Perform Work and Directing on behalf of the President, etc. Also, certain main operating procedures were improved to lessen the working steps and to increase work efficiency (Lean Process) such as revenue acquisition working system centralizing the sales unit of every platform, and revenue acquisition working system of Shop Mania and so on.

In addition, the Corporate Governance Supervisory Division was established to work on the assessment of various agreements, e.g., CAC, IOA, ITA, etc. A working team of the Anti-corruption Operation Center (ACOC) was also set up to be responsible for corruption and misconduct prevention and suppression activities, and for defining and disclosing the practice guideline pertaining to the supervision and control to prevent and monitor risks associated with fraud and corruption. In this regard, the training topic in respect with morality was put in the annual training course for existing personnel and the orientation for new personnel to ensure that the executives and employees at all levels would have knowledge and understanding, and realize their responsibility for anti-corruption. The Company has also communicated inside the organization to arouse its employees' awareness to cooperate in anti-corruption. Moreover, the good internal control system has been set up. To elaborate, the risk management measures obtained from the

assessment of fraud and corruption risks were used to prepare the internal control revision plan, which would be the practice guideline in financial and operating activities in order to minimize any fraud and corruption. An efficient auditing was also provided by the external auditor or State Audit Office of the Kingdom of Thailand, and by the internal auditor or the Internal Audit Agency of MCOT Plc.

4. Information and communications - MCOT Plc. has the information system relating to its operation to support the internal control of the Company and the operation of its executives. MCOT Plc. pays attention to improving the information technology to support its operations, and to boost its competitiveness in the future such as operating on the Cloud system for better capability in changing and expanding the infrastructure work, an system arrangement to control the use of social network systems in order to prevent any violation as specified in the Personal Data Protection Act, B.E. 2562, and actions to apply the Enterprise Resource Planning (ERP) system in the Company's organization management, etc. Data and important documents are collected systematically. The information is reported and communicated to the executives and workers via intranet, e-mail, public address system, and internal information board as communication mechanisms or channels to inform all executives and employees of rules, regulations, instructions, and other information relating to their working. Moreover, any complaints and whistleblowing of employees and general people may be submitted via several channels, e.g., letter, e-mail, telephone, VOC system, etc., to improve the Company's operation. The Data Center has always operated under ISO 27001 while the policy of the use of information and information technology system (Acceptable Use Policy) relating to the use of computer was notified to make all employees aware of and realize the importance of data. The policy of using the Company's software was also notified as the practice guideline to prevent

the infringement of any copyrighted software. This is to strengthen safety and security to the Company's information system.

5. Monitoring and evaluation - MCOT Plc. has always monitored and evaluated its internal control by comparing the actual operating performance with the expected targets. The work performance evaluation has been done regularly, and it is determined as an integral part of the normal operating process of the Company's executives at all levels. The independent evaluation is also done by the Internal Audit Agency, and the Audit Committee of MCOT Plc. The Board of Directors of MCOT Plc. has also reviewed the Company's operating performance regularly. For any matters to be improved, the Board would have discretion to instruct or define the practice methods to ensure that any matters from auditing would be remedied or improved timely.

The Internal Audit Agency has audited the efficacy of the internal control, and reported the auditing result to the Audit Committee and the Board of Directors of MCOT Plc. In this regard, the Board evaluated the internal control system of MCOT Plc. by checking up the information from the Company's executives regarding their operation based on the guideline/suggestions to improve the internal control system before giving a conclusion that, from evaluating the Company's internal control system in 5 components, which included the controlling environment, risk assessment, controlling activities, information and communications, and monitoring and evaluation. It was found that the internal control system of MCOT Plc. was adequate and appropriate for its business operation while its risk management stood at an acceptable level, and MCOT Plc. has strictly complied with all related laws, rules and regulations pertaining to its business operation.

Profile of the Internal Control Chief

Name-Surname	: Mr. Kajohnnsak Jaturapattaranon
Appointment	: Senior Vice President Office of Internal Audit
Age	: 48 years
Education and Certificate	: Master of Business Administration (Finance and Banking), Ramkhamhaeng University : Bachelor of Business Administration (Finance and Banking), Ramkhamhaeng University : Certified Professional Internal Audit of Thailand (CPIAT)
Training	: Anti-Corruption: The Practical Guide (ACPG), Class 17/2558, Thai Institute of Directors (IOD)
Working Experience (past 5 years) :	
2015 - present	: Senior Vice President, Office of Internal Audit, MCOT Public Company Limited
Holding other related and significant directorship	: - None -
Relationship with the Management	: - None -

9.2 Connected Transactions

9.2.1 Connected transactions with shareholders

In 2022, MCOT Plc. has no connected transactions with the shareholders.

9.2.2 Connected transactions for the 2020 - 2022 period

MCOT Plc.'s connected transactions with subsidiaries, associated companies and related government/private organizations for the 2020 - 2022 period as follows:

Connected transaction in 2020

Unit : Baht

Subsidiary	Relationship with MCOT Plc.	Type of transaction	Connected transaction value				Condition/ Pricing policy
			Statement of Income January - December 2020		Balance sheet: December 31, 2020		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Panorama Worldwide Co., Ltd. ¹	MCOT Plc. holds 49.0 stakes - MCOT Plc.'s representatives are Chairman of the Board 1) Mr. Sirote Ratanamahatana Directors 2) Mr. Sommai Suwannawong 3) Miss Malin Ponteerasatian 4) Miss Krisana Ubolpheng	1) Panorama Worldwide Co., Ltd. bought airtime or lease airtime from MCOT Plc. 2) MCOT Plc. hired Panorama Worldwide Co., Ltd. to produce programs. 3) MCOT Plc. granted a loan to Panorama Worldwide Co., Ltd.	390,356.55	-	-	-	Production fee paid to Panorama Worldwide Co., Ltd. was determined on an arm's length basis.
			-	-	-	350,568.00	
			-	-	146,503.71	-	
Seed MCOT Co., Ltd. ²	MCOT Plc. holds 49.0 stakes - MCOT Plc.'s representatives are Chairman of the Board 1) Mr. Sirote Ratanamahatana Directors 2) Miss Krisana Ubolpheng	1) Compensation according to the joint radio program development and creation for broadcast on FM 97.5 MHz under "SEED FM 97.5) and for operations of all entertainment activities 2) program copyright fees and advertisement fee	-	-	2,478,745.84	-	Remuneration in accordance with the Joint Development was determined on an arm's length basis.
			-	-	-	2,101,341.14	

¹ The Board of Directors of MCOT Plc. in the Meeting, No. 2/2019 on February 26, 2019 passed the resolution that the business operation of Panorama Worldwide Co., Ltd. would end.

² MCOT Plc.'s Board of Directors resolved to liquidate SEED MCOT Co., Ltd. at its meeting No. 16/2016 dated November 22, 2016

Joint operation companies	Relationship with MCOT Plc.	Type of transaction	Connected transaction value				Condition/ Pricing policy
			Statement of Income January - December 2020		Balance sheet as of December 31, 2020		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Bangkok Entertainment Co., Ltd.³	- MCOT Plc.'s representatives are Channel 3 Station Director 1) Mr. Kematat Paladesh (60 years on August 28, 2020)	1) Income sharing from operations according to the Joint Radio and Television Station Operations Agreement	73,609,621.48	-	-	-	Revenue sharing between MCOT Plc. and BEC was in compliance with the terms and conditions set forth in the agreement

³ Joint Television Station Operations Agreement with Bangkok Entertainment Co., Ltd., which expired on March 25, 2020.

Related government/ private organizations	Relationship with MCOT Plc.	Type of transaction	Connected transaction value				Conditions/ Pricing Policy
			Statement of Income January - December 2020		Balance sheet as of December 31, 2020		
			Revenue	Expenses	Trade account Receivable	Trade account Payable	
Thai Media Fund	Mrs. Pattaraporn Vorasaph Director	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	9,649,828.43	-	1,813,535.46	-	Pricing was determined on an arm's length basis.
National Saving Fund	Mrs. Pattaraporn Vorasaph Director	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	467,289.72	-	-	-	Pricing was determined on an arm's length basis.
Government Pension Fund	Mrs. Pattaraporn Vorasaph Director	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	471,264.71	-	-	-	Pricing was determined on an arm's length basis.
Equitable Education Fund	Mrs. Pattaraporn Vorasaph Director	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	93,457.94	-	-	-	Pricing was determined on an arm's length basis.
Thailand Post Plc.	Prof. Parichart Sthapitanonda Director (resigned on June 12, 2020)	- Postage fee	-	102,507.96	-	-	Pricing was determined on an arm's length basis.
Sukhothai Thammathirat Open University	Mr. Kematat Paladesh (MCOT Plc.'s President) (60 years on August 28, 2020) University Council's Director, Specialist, Sukhothai Thammathirat University	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	1,308,411.22	-	-	-	Pricing was determined on an arm's length basis.
Government Savings Bank	Mr. Boonson Jenmahachaikoon Director	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	16,248,808.77	-	3,651,986.37	-	Pricing was determined on an arm's length basis.

Connected transactions in 2021

Unit : Baht

Subsidiary	Relationship with MCOT Plc.	Type of transaction	Connected transaction value				Conditions/ Pricing Policy
			Statement of Income January - December 2021		Balance sheet as of December 31, 2021		
			Revenue	Expenses	Trade account Receivable	Trade account Payable	
Panorama Worldwide Co., Ltd.¹	MCOT Plc. holds 49% stakes - MCOT Plc.'s representatives are Chairman of the Board 1) Assoc. Prof. Kasemsarn Chotchakornpant Director 2) Mr. Sommai Suwannawong 3) Miss Soontareeya Wongsirikul 4) Mr. Patiut Jaisawang	1) MCOT Plc. allowed Panorama Worldwide Co., Ltd. to borrow money (loan interest). 2) MCOT Plc. hired Panorama Worldwide Co., Ltd. to produce programs (joint operation agreement).	341,250.03	-	-	-	Pricing was determined on an arm's length basis.
SEED MCOT Co., Ltd.²	MCOT Plc. holds 49% stakes - MCOT Plc.'s representatives are Chairman of the Board 1) Assoc. Prof. Kasemsarn Chotchakornpant Director 2) Miss Soontareeya Wongsirikul	1) Joint radio program production agreement 2) Program copyright and advertising fees	-	-	37,889,400.85	-	Pricing was determined on an arm's length basis.

¹ MCOT Plc.'s Board of Directors resolved at the meeting No. 2/2019 dated February 26, 2019 to liquidate Panorama Worldwide Co., Ltd.

² MCOT Plc.'s Board of Directors resolved at the meeting No. 16/2016 dated November 22, 2016 to liquidate SEED MCOT Co., Ltd.

Unit : Baht

Related government/ private organizations	Relationship with MCOT Plc.	Type of transaction	Connected transaction value				Conditions/ Pricing Policy
			Statement of Income January - December 2021		Balance sheet as of December 31, 2021		
			Revenue	Expenses	Trade account Receivable	Trade account Payable	
Thai Media Fund	Mrs. Pattaraporn Vorasph Director	Entered into a contract to purchase or rent broadcasting airtime from MCOT Plc.	10,122,178.58	-	5,030,854.25	-	Pricing was determined on an arm's length basis.
National Savings Fund	Mrs. Pattaraporn Vorasph Director	Entered into a contract to purchase or rent broadcasting airtime from MCOT Plc.	467,289.72	-	-	-	Pricing was determined on an arm's length basis.
Government Savings Bank	Mr. Boonson Jenchaimahakoon Director	Entered into a contract to purchase or rent broadcasting airtime from MCOT Plc.	4,296,985.69	-	584,112.28	-	Pricing was determined on an arm's length basis.

Connected transactions in 2022

Unit : Baht

Subsidiary	Relationship with MCOT Plc.	Type of transaction	Transaction value				Condition/ Pricing policy
			Income statement January - December 2022		Balance sheet as of December 31, 2022		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Panorama Worldwide Co., Ltd.¹	MCOT Plc. holds 49% stakes - MCOT Plc.'s representatives are Chairman of the Board 1) Mr. Sirote Ratanamahatana Directors 2) Mr. Sommai Suwannawong 3) Miss Soontareeya Wongsirikul 4) Mr. Patiyut Jaisawang	1) MCOT Plc. allowed Panorama Worldwide Co., Ltd. to borrow money (loan interest). 2) MCOT Plc. hired Panorama Worldwide Co., Ltd. to produce programs (joint operation agreement).	346,236.33	-	-	-	Pricing was determined on an arm's length basis.
SEED MCOT Co., Ltd.²	MCOT Plc. holds 49% stakes - MCOT Plc.'s representatives are Chairman of the Board 1) Mr. Sirote Ratanamahatana Directors 2) Miss Soontareeya Wongsirikul	1) Joint radio program production agreement 2) Program copyright and advertising fees	-	-	29,440,488.78	-	Pricing was determined on an arm's length basis.
			-	-	191,071.45	-	

¹ MCOT Plc.'s Board of Directors resolved at the meeting No. 2/2019 dated February 26, 2019 to liquidate Panorama Worldwide Co., Ltd.

² MCOT Plc.'s Board of Directors resolved at the meeting No. 16/2016 dated November 22, 2016 to liquidate SEED MCOT Co., Ltd.

Government/ private organizations	Relationship with MCOT Plc.	Type of transaction	Transaction value				Condition/ Pricing policy
			Income statement January - December 2022		Balance sheet as of December 31, 2022		
			Revenue	Expenses	Trade account receivable	Trade account payable	
Government Savings Bank	Mr. Boonson Jenchaimahakoon Director	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	16,292,787.23	-	5,548,689.31	-	Pricing was determined on an arm's length basis.
Thai Media Fund	Mrs. Pattaraporn Vorasaph Director (resigned from directorship on June 1, 2022)	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	3,452,851.21	-	-	-	Pricing was determined on an arm's length basis.
Bank for Agriculture and Agricultural Cooperatives	Mrs. Pattaraporn Vorasph Director (resigned from directorship on June 1, 2022)	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	1,390,679.25	-	-	-	Pricing was determined on an arm's length basis.
	Mr. Charnvit Nakburi (Director of MCOT Plc. since October 25, 2022) (Director of BAAC since November 2022)		4,221,913.31		4,034,760.80		
Government Housing Bank	- Mr. Charnvit Nakburi (Director of MCOT Plc. since October 25, 2022) (Director of GHBANK since November 2022)	Making the Agreement to purchase airtime for product advertisement or to rent airtime in television and radio programs of MCOT Plc.	299,869.16	-	4,119,501.56	-	Pricing was determined on an arm's length basis.

9.2.3 Future Connected Transactions Policy

MCOT Plc.'s future connected transactions policy is set in compliance with the Securities and Exchange Act, regulations and notifications of the Stock Exchange of Thailand, the Securities and Exchange Commission and the Capital Market Supervisory Board, related regulations on disclosure of connected transactions of listed companies and accounting standard on disclosure of related individuals and business set by the Institute of Certified Accountants Auditors of Thailand. The Meeting of MCOT Plc.'s Board of Directors No. 13/2008, dated September 8, 2008 approved in principle that any general trade agreement on transactions to be entered into between the company and its subsidiaries, directors and executives or other related individuals shall comply with the Securities and Exchange Act (Amendment), B.E. 2551 (2008). Moreover, the company has assigned the Department of Corporate Secretary to compile all details about connected transactions to be proposed to the Audit Committee every quarter.

Anticipated connected transactions include those in which the Company has been engaged on advertisements by certain agencies or state enterprises whose shares were held by the Company's major shareholder or whose directors or executives were appointed as the Company's directors or executives, and those with related companies on revenue-sharing in accordance with the Agreements on Joint-Operations of Business.

In case that the company enters into a connected transaction which may cause a conflict of interest, the Audit Committee of MCOT Plc. shall give advices on such transaction. If the Audit Committee has inadequate expertise in considering any of such connected transactions, MCOT Plc. shall appoint independent experts, for example; an auditor or a property appraiser, to provide opinions and comment on the transaction. The opinions proposed by the Audit Committee and appointed experts shall be used in decision making of the Board of Directors or shareholders as the case may be. This is to ensure that the transaction will not be a manipulation or transfer of benefits between MCOT Plc., subsidiaries, joint operating companies, related companies or shareholders of the company. MCOT Plc. shall attach utmost importance to bringing the best interests to all shareholders, especially retail shareholders.



SECTION 3 FINANCIAL

FINANCIAL REPORT AND STATEMENT

MCOT Public Company Limited and Subsidiaries

Dec. 31, 2022

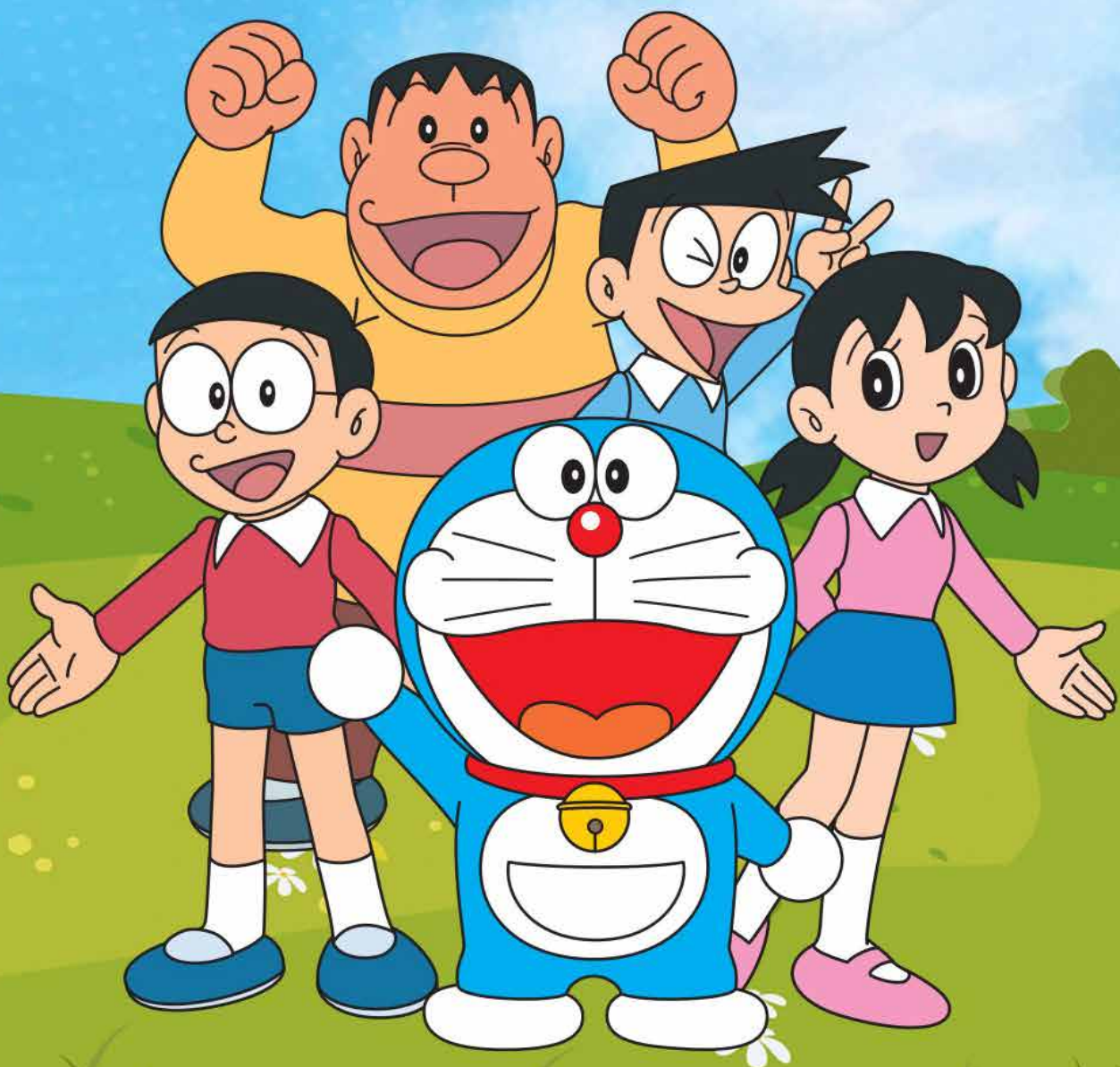


(For more information, Please visit <https://investor.mcot.net/th/document/quarterly-reports>)





ช่อง 9 กด 30
เพื่อนที่วางใจ ข้างกายตลอดมา



Doraemon



ช่อง 9 กด 30



Director / Director and Acting President

Vice Chairman / Director



Pol.Lt.Gen. Sirichun Chunsangsawang
Independent Director

Pol.Gen. Tawitchat Palasak
Chairman / Independent Director

Asst. Prof. Kangwan Yodwisitsak

Independent Director

Asst. Prof. Prasert Akkharapathomphong

Independent Director

Mr. Phaiboon Siripanoosatien

Independent Director



Mrs. Yanee Sangsrichun

Independent Director

Mr. Chanvit Nakburee

Director

Mr. Boonson Jenchaimahakoon

Director

MANAGEMENT TEAM

Mr. Khajohnsak Jaturapattaranon

Senior Vice President
Office of Internal Audit

Ms. Krisana Ubolpheng

- Senior Vice President
Office of Accounting and Finance
- Acting Senior Vice President
Office of President

Mr. Kittipong Khantiratana

- Senior Vice President
Asset Management Office
- Acting Executive, Vice President
Special Affairs Group

Mr. Noppadol Korniti

Senior Vice President
Thai News Agency



Mr. Thanin Thavonsassanavong

Senior Vice President
Office of Network Engineering

Mr. Sirote Ratanamahatana

Director / Director and Acting President

Miss Soontareeya Wongsirikul

- Executive Vice President
Finance Group and Chief
Financial Officer
- Acting Senior Vice President
Corporate Strategy Office

Mr. Kriengsak kangwanwong

Senior Vice President
Legal Affairs Office

Mr. Suwit Supmahaudom

Senior Vice President
Human Resource Office

Mr. Phairach Santhawe

Senior Vice President
Office of Information Technology

Mr. Nimit Sukprasert

Senior Vice President
Office of Business Development



Mr. Sommai Suwannawong

- Executive Vice President
Marketing and Sales Group
- Acting Senior Vice President
Marketing Office
- Acting Senior Vice President
Sales Office

Mrs. Chothip Norasretkul

Executive Vice President
Corporate Management Group

Mr. Phatiyuth Jaiswang

- Executive Vice President
Product Group
- Acting Vice President
Television Office
- Acting Vice President
Radio Office



ATTACHMENT

ATTACHMENT 1

Information of the Board Directors, Executives, Controlling Persons and Company Secretary

As of December 31, 2022



Details about the Directors of MCOT Public Company Limited (As of December 31, 2022)

Name - Surname : **Pol.Gen. Tawitchat Palasak**

Age (Year) : 64

Appointment : Chairman/Independent Director

Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : Master of Public Administration
National Institute of Development Administration
: Bachelor of Public Administration
Royal Police Cadet Academy

Training Experiences : Role of the Chairman Program (RCP), Class 46/2020
Thai Institute of Directors Association (IOD)
: Senior Police Administration Course, Class 28
Institute of Police Service Development

Work Experience for the Past 5 Years :

2019 : Special Advisor, Royal Thai Police
2018 : Deputy Inspector General, Royal Thai Police

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

2020 - Present : Chairman/Independent Director
MCOT Public Company Limited

Business listed company : - None -

Other Company : - None -





Name - Surname	: Mr. Sommai Lakananuruk	
Age (Year)	: 63	
Appointment	: Vice Chairman : Chairman of Risk Management Committee : Member of Executive Committee	
Shareholding status (percentage)	: - None -	
Family Relationship with Directors and Executives	: - None -	
Education	: M.A. (Public Administration) National Institute of Development Administration : B.A. (Political Science), Ramkhamhaeng University	
Training Experiences	: Director Certification Program (DCP), Class 304/2021 Thai Institute of Directors Association (IOD) : Thailand National Defence College, Ministry of Defense : The Civil Service Executive Development Program, Class 82 Office of the Civil Service Commission	
Work Experience for the Past 5 Years :		
Apr. 29, 2022 - Present	: Director Advisory Level Office of the Personal Data Protection Commission (PDPC Thailand)	
Sep. 2021 - Present	: Member of University, Council, Advisory Level Nakhon Phanom University	
2021 - Present	: Member of University, Council, Advisory Level Princess of Naradhiwas University	
2021 - Present	: Member of University, Council, Advisory Level Roi Et Rajabhat University	
2019 - 2021	: Deputy Director, Budget Bureau	
2018 - 2019	: Senior Advisor, Budget Bureau	
Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :		
May 13, 2021 - Present	: Vice Chairman of Director, MCOT Public Company Limited	
Business listed company	: - None -	
Other Company	: - None -	

Name - Surname : **Mr. Chanvit Nakburee**

Age (Year) : 58

Appointment :

- : Director
- : Member of Remuneration Committee
- : Member of Risk Management Committee



Shareholding status (percentage) : - None -

Family Relationship with Directors and Executives : - None -

Education :

- : Master of Business Administration
Ramkhamhaeng University
- : BA (Accounting)
Ramkhamhaeng University

Training Experiences :

- : Role of the Chairman Program (RCP), Class 48/2021
Thai Institute of Directors Association (IOD)
- : Director Certificate Program (DCP), Class 149/2011
Thai Institute of Directors Association (IOD)
- : National Defense Course (NDC), Class 61
National Defence College
- : Senior Executive Program in Science Energy, Class 10/2017
Academic Institute Energy
- : Corporate Governance Course for Directors and
Senior Executives of State Enterprises and
Public Organization, Class 9
Public Director Institute (PDI)
King Prajadhipok's Institute

Work Experience for the Past 5 Years :

Nov. 2022 - Present	:	Director Bank for Agriculture and Agricultural Cooperatives
Oct. 2022 - Present	:	Inspector Ministry of Finance
2021 - Nov. 2022	:	Director Government Housing Bank



2021 - Dec. 2022	:	Director National Credit Bureau Co., Ltd.
2019 - 2022	:	Enterprise Evaluation Consultant State Enterprise Policy Office
2019 - 2022	:	Director The Government Lottery Office
2017 - 2021	:	Director SME Development Bank
2016 - 2019	:	Deputy Director State Enterprise Policy Office

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

2022 - Present	:	Director MCOT Public Company Limited
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Business listed company :

Jan. 2023 - Present	:	Bangchak Corporatoin Public Company Limited
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Other Company : - None -

Name - Surname	: Mr. Boonson Jenchaimahakoon	
Age (Year)	: 59	
Appointment	: Independent Director : Chairman of Labor Relation Committee : Member of Executive Committee	
Shareholding status (percentage)	: - None -	
Family Relationship with Directors and Executives	: - None -	
Education	: M.S. (Industrial Engineering & Management) Asian Institute of Technology : B.S. (Mathematics), Kasetsart University	
Training Experiences	: Director Certificate Program (DCP), Class 149/2011 Thai Institute of Directors Association (IOD) : Top Executive Program in Commerce and Trade (TEPCoT) Class 6, Commerce Academy, University of the Thai Chamber of Commerce : Leadership Succession Program (LSP), Class 1, Institute of Research and Development for Public Enterprises (IRDP) : Executive Program for Justice Administration, Class 6 Office of Administrative Court	
Work Experience for the Past 5 Years :		
2015 - Present	: First Senior Executive Vice President, Information Technology and Digital Banking Group Government Savings Bank	
2019	: Director Dhipaya Life Assurance Plc.	
2010 - 2015	: First Executive President, Technology Group Government Savings Bank	
Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :		
Apr. 25, 2019 - Present	: Director, MCOT Public Company Limited	
Business listed company	: - None -	
Other Company	: - None -	



Name - Surname : **Miss Kornpranom Wongmongkol**

Age (Year) : 63

Appointment : Independent Director
: Corporate Governance Committee
: Member of Executive Committee



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : Doctor of Philosophy (Public and Business Admin Jurisprudence)
Sripatum University
: Master of Arts in Education (Instructional Technology)
Southeast Missouri State University, USA
: Master of Business Administration (International Business)
University of the Thai Chamber of Commerce
: Bachelor of Education
Chulalongkorn University

Training Experiences : Corporate Governance for Capital Market Intermediaries (CGI)
: Class 16/2016, Thai Institute of Directors Association (IOD)
: Monitoring of the Quality of Financial Reporting (MFR)
Class 6/2008
: Monitoring the System of Internal Control and
Risk Management (MIR) Class 3/2008
: Monitoring the Internal Audit Function (MIA), Class 3/2008
: Director Certification Program (DCP), Class 85/2007

Work Experience for the Past 5 Years :

2007 - 2022 : Member of Risk Management Committee
Bangkok Commercial Asset Management Co., Ltd.

2018 - 2019 : First Senior Executive Vice President, Risk Management Group
Government Savings bank

2016 - 2018 : First Executive Vice President, Strategy Group
Government Savings bank

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

Oct. 1, 2021 - Present	:	Independent director MCOT Public Company Limited
2020 - Present	:	Director MCOT Public Company Limited

Business listed company : - None -

Other Company : - None -



Name - Surname : **Asst. Prof. Kangwan Yodwisitsak**

Age (Year) : 51

Appointment : Independent Director
: Chairman of Audit Committee
: Chairman of Nomination Committee



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : Doctor of Business Administration (DBA)
The University of South Australia, Adelaide, Australia
: Master of Business Administration (MBA)
in Finance and Marketing, Sasin School of Management
: Bachelor of Business Administration (BBA) in Marketing
Assumption University

Training Experiences : Director Certificate Program (DCP), Class 304/2021
Thai Institute of Directors Association (IOD)
: Advanced Audit Committee Program (AACP), Class 43/2022,
Thai Institute of Directors Association (IOD)

Work Experience for the Past 5 Years :

Seb. 2022 - Present : Assistant to the President, Srinakharinwirot University
2019 - present : Full-time Faculty Member in Business Administration for Society
Srinakharinwirot University
2018 - present : Sub-committee Member of Human Resource Management and
Organization Development, National Innovation Authority
2015 - 2019 : Full-time Faculty Member in Business Administration
Mahidol University International College
2015 - 2018 : Associate Dean of International Affairs and Networking
Mahidol University International College

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

2020 - present : Independent Director, MCOT Public Company Limited

Business listed company : - None -

Other Company : - None -



Name - Surname	: Mr. Phaiboon Siripanoosatien	
Age (Year)	: 59	
Appointment	: Independent Director : Member of Executive Committee : Member of Risk Management Committee	
Shareholding status (percentage)	: - None -	
Family Relationship with Directors and Executives	: - None -	
Education	: Master of Political Science (Politics and Government) Sukhothai Thammathirat Open University : Bachelor of Engineering, Chulalongkorn University : Diploma, The National Defence Course, Nation Defence College	
Training Experiences	: Director Certificate Program (DCP), Class 105/2008 Thai Institute of Directors Association (IOD) : Certificate Course for Executives, Public Administration and Public Law, Class 1, King Prajadhipok's Institute : Certificate Course for Executives, Public Economic Management Class 1, King Prajadhipok's Institute : Certificate Course for Executives, Politics and Governance in Democratic System, Class 7, King Prajadhipok's Institute : Certificate Course for Executives, Class 3 Capital Market Academy, : Certificate Course for Executive, Trade and Commerce, Class 5 University of the Thai Chamber of Commerce : Certificate of the "Director Certificate Program" Institute of Directors Australian Company (ACID)	
Work Experience for the Past 5 Years :		
2018 - Present	: Director National Defense Volunteer Foundation, Royal Thai Army	
2014 - 2018	: Director and Chairman Executive Director Eastern Water Resources Development and Management Public Company Limited	

- | | | |
|-------------|---|--|
| 2013 - 2018 | : | Executive Director and Chairman Sub-committee to drive operations
Geo-Informatics and Space Technology Development Agency
Ministry of Science and Technology |
| 2013 - 2018 | : | Director of the Revenue and Property Management Committee
Sukhothai Thammathirat Open University |
| 2014 - 2017 | : | Director and Chairman of the Corporate Governance and Social Responsibility Committee
Provincial Electricity Authority |
| 2014 - 2017 | : | Director and Sub-committee of Financial and Asset Management
Office of Insurance Commission |

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

- | | | |
|----------------|---|---|
| 2020 - present | : | Independent director
MCOT Public Company Limited |
|----------------|---|---|

Business listed company :

- | | | |
|----------------|---|--|
| 2008 - present | : | Director
Finansia Syrus Securities Public Company Limited |
| 2013 - present | : | Chairman
Amanah Leasing Public Company Limited |

Other Company : - None -



Name - Surname	: Asst. Prof. Prasert Akkharapathompong
Age (Year)	: 56
Appointment	: Independent Director : Member of Nomination Committee : Member of Risk Management Committee : Chairman of Corporate Governance Committee
Shareholding status (percentage)	: - None -
Family Relationship with Directors and Executives	: - None -
Education	: Master's Degree in Administration Engineering Keio University, Japan : Bachelor's Degree in Industrial Engineering Chulalongkorn University
Training Experiences	: Director Accreditation Program (DAP), Class 171/2020 Thai Institute of Directors Association (IOD) : Certificate in Enterprise Risk Management (ERM) Business Continuity Management (BCM) : Certificate in Chulalongkorn University Executive Forum
Work Experience for the Past 5 Years :	
2018 - Present	: Assistant to the President of Chulalongkorn University (Strategic Planning Risk and Quality Management) Mahamakut Buddhist University
2014 - 2021	: Member of Risk Management Committee Chulalongkorn University
2018 - Oct. 27, 2020	: Member of Risk Management Committee Nok Airlines Public Company Limited
2014 - 2020	: Member of Risk Management Supervisory Committee Chulalongkorn University : Member of Risk Management Committee Chula Unisearch, Chulalongkorn University
2014 - 2018	: Assistant to the President of Chulalongkorn University (Strategic Planning Risk and Quality Management) Chulalongkorn University



Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

2020 - present : Independent Director
MCOT Public Company Limited

Business listed company : ATP 30 Public Company Limited

2020 - Present : Independent Director
: Director of Audit Committee
: Director of Nomination and Remuneration Committee
: Chairman of Risk Management Committee
: Chairman of Corporate Governance Committee

Other Company :

2021 - present : Director of Risk Management Committee
Mahamakut Buddhist University
: Director of Risk Management Committee
Srisavarindhira Thai Red Cross Institute of Nursing
: Director of Risk Management Committee
Srinakharinwirot University
: Director of Risk Management Committee
Thammasat University
2016 - present : Director of Printing House Management
Chulalongkorn University
1992 - Present : Full-time Faculty Member in Engineering Industry
Faculty of Engineering, Chulalongkorn University



Name - Surname : **Mrs. Yanee Sangsrichun**

Age (Year) : 63

Appointment :

- : Independent Director
- : Member of Audit Committee
- : Member of Remuneration Committee



Shareholding status (percentage) : - None -

Family Relationship with Directors and Executives : - None -

Education :

- : Master of Business Administration, Maejo University
- : Bachelor of Business Administration (Accounting) Ramkhamhaeng University

Training Experiences :

- : Director Certificate Program (DCP), Class 258/2018 Thai Institute of Directors Association (IOD)
- : Executives : Government Officials, Class 10
- : Senior Public Sector Finance Executive, Class 4
- : Senior Executive : Leaders with Vision and Virtue, Class 76
- : Executive Program for Senior Management 2007 Human Resource Development Project to be Professional Executives for High-Ranking Officials of the Ministry of Finance
- : Intensive English Training Course for Government Officials

Work Experience for the Past 5 Years :

2020	:	Inspector-General, Ministry of Finance
2019	:	Advisor of Fiscal and Financial System Development Comptroller General's Department
2017 - 2018	:	Deputy of Comptroller-General Comptroller General's Department

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

2021 - present	:	Independent Director, MCOT Public Company Limited
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Business listed company : - None -

Other Company : - None -



Name - Surname : **Pol.Lt.Gen. Sirichun Chunsangsawang**

Age (Year) : 64

Appointment : Independent Director
: Member of Audit Committee
: Chairman of Remuneration Committee



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : Doctor of Philosophy in Development Management
Suan Sunandha Rajabhat University
: Master of Arts in Administration and Social Development
Kasetsart University
: Bachelor of Laws, Sukhothai Thammathirat Open University
: Bachelor of Business Administration in Accounting
Ramkhamhaeng University
: Bachelor of Business Administration in Finance and Banking
Ramkhamhaeng University

Training Experiences : Director Certificate Program (DCP), Class 309/2021
Thai Institute of Directors Association (IOD)

Work Experience for the Past 5 Years :

2019 - present : Advisor on Corporate Governance Development
Social Security Office
2018 : Special Expert, Royal Thai Police

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

2021 - present : Independent Director
MCOT Public Company Limited

Business listed company : - None -

Other Company :

2021 - present : Independent Director, Atlas Energy Company Limited



Name - Surname : **Mr. Sirote Ratanamahatana**

Age (Year) : 49

Appointment :

- : Director
- : Member of Risk Management Committee
- : Member of Corporate Governance Committee
- : Member of Executive Committee



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education :

- : Ph.D. in International Business Administration
Kennedy-Western University, USA
- : Master of Science in Electrical Engineering
Wichita State University, USA
- : Bachelor of Science in Electrical Engineering
Chulalongkorn University

Training Experiences :

- : Director Certification Program (DCP), Class 304/2021
Thai Institute of Directors Association (IOD)

Work Experience for the Past 5 Years :

2022 - Present	:	Director and Acting President MCOT Public Company Limited
2020 - Present	:	Independent Director MCOT Public Company Limited
2020 - 2021	:	Director and Acting President MCOT Public Company Limited
2019 - present	:	Member of Risk Management Sub-committee Geo Informatics and Space Technology Development Agency (Public Organization)
2019 - 2020	:	Specailist, Commission of Information Technology, Communication and Telecommunication, Senate
2019 - 2020	:	Member and Advisor Sub-committee on Information Technology and Communication, Senate

2019 - 2020	:	Member, Sub-committee on Telecommunications and Satellite and Sub-committee on Monitoring, Recommending and Accelerating National Reform, Senate
2019 - 2020	:	Extraordinary Commissioner, National Legislative Assembly of Thailand and House of Representatives of Thailand to consider 10 version of digital laws, The National Legislative Assembly
2019 - 30 Sep. 2020	:	Secretary, Commission of Judiciary, Independent Organization, Prosecutor, State Enterprise and Public Fund, House of Representatives, Senate
2015 - 2019	:	Honorary Advisor to the Committee on Science, Information Technology and Mass Communication The National Legislative Assembly
2015 - 2019	:	Member and Consultant of Sub-committee on Satellite Technology for Security, Sub-committee on Mass Communication and Sub-committee on Space Operations The National Legislative Assembly

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

Jul. 29, 2020 - Aug. 28, 2020	:	Independent Director MCOT Public Company Limited
Aug. 29, 2020 - Aug. 31, 2021	:	Director and Acting President MCOT Public Company Limited
Sep. 1, 2021 - Feb. 4, 2023	:	Director MCOT Public Company Limited
Sep. 1, 2021 - Feb. 4, 2023	:	Director and Acting President MCOT Public Company Limited

Business listed company : - None -

Other Company : - None -

Profile of Directors who Resigned and Retired from Company in 2022

Name - Surname : **Mrs. Pattaraporn Vorasaph**

Age (Year) : 53

Appointment : Director

Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education :

- D.M., Suan Dusit Rajabhat University
- M.B.A., University of Central Oklahoma, USA
- B.B.A., University of the Thai Chamber of Commerce

Training Experiences :

- Director Certification Program (DCP), Class 295/2020
Thai Institute of Directors Association (IOD)
- Executive Justice Special Prosecutor Course, Class 7
- Senior Public Finance Executive, Class 7
- Creating a Leader of Change in accordance with the National
Reform Framework National Strategy and Building Unity and
Reconciliation Fiscal Year 2019, Class 6
- Senior Budget Executive, Class 5

Work Experience for the Past 5 Years :

Dec. 17, 2019 - Jun. 1, 2022	:	Director MCOT Public Company Limited
Jan. 18, 2021 - Present	:	Financial and Fiscal System Development Consultant Comptroller General's Department
Aug. 6, 2021 - Present	:	Senior Expert Positions Committee Budget Bureau
Aug. 18, 2021 - Present	:	Senior Expert Positions Committee Ministry of Higher Education Science, Research and Innovation
Aug. 30, 2021 - Present	:	Senior Expert Positions Committee Thailand Board of Investment
Sep. 20, 2021 - Present	:	Senior Expert Positions Committee Ministry of Energy



Feb. 6, 2020 - Present	: Legal and Regulations Sub-committee Rubber Authority of Thailand
Mar. 10, 2020 - Present	: Audit Committee Thailand Institute of Nuclear Technology, Senate
Jun. 18, 2020 - Present	: Advisor Sub-committee Complaint Consideration the National Legislative Assembly
Aug. 15, 2019 - Present	: Budget Policy Committee Financial and Property Management Kasetsart University
May 7, 2019 - Present	: Overseeing working capital of 115 funds
Jun. 11, - 12 Nov. 2020	: Advisor to the Economic Impact Study Sub-committee Trade and Investment The National Reform Steering Assembly for the people
May 1, 2018 - Present	: Representative Director, Ministry of Finance PTT International Trading London Ltd.
Nov. 24, 2018 - Mar. 1, 2020	: Representative Director, Ministry of Finance The Botanical Garden Organization

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

: - None -

Business listed company

: - None -

Other Company

: - None -



Name - Surname : **Mr. Pravaid Audthasupapon**

Age (Year) : 65

Appointment : Independent Director

Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education :

- Master of Law in Public Law, Thammasat University
- Master of Education, Chulalongkorn University
- Bachelor of Economics, Sukhothai Thammathirat Open University
- Bachelor of Law, Thammasat University
- Bachelor of Education, Srinakharinwirot University

Training Experiences : - None -

Work Experience for the Past 5 Years :

2020 - Jul. 28, 2022	:	Independent Director MCOT Public Company Limited
2017 - 2019	:	Director Port Authority of Thailand
2015 - 2017	:	Permanent Law Councilor (Expert Level) Office of the Council of State

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

: - None -

Business listed company : - None -

Other Company :

2019 - present	:	Legal Advisor National Health Security Office
Jul. 2021 - Present	:	Qualified Director Banphaeo General Hospital





Name - Surname : **Associate Professor Kasemsarn Chotchakornpant**

Age (Year) : 52

Appointment : President

Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -



Education : Ph.D. in Public Policy Analysis & Administration
Saint Louis University, Missouri, USA
: Master of Public Administration
Kentucky State University, USA (specialised in MIS)
: Bachelor of Public Administration
Royal Police Cadet Academy

Training Experiences : Senior Strategic Administrator on Narcotics Prevention
and Suppression (organized by ONCB, 2018)
: Social Peace and Order, Joint State and
Private Sectors Program (organized by Royal Thai Police, 2017)
: Competency Development of University Administrators
(organized by NIDA, 2012)
: Copyright Development, Tokyo, Japan (funded by JICA, 2004)
: Director Certification Program (DCP) No. 314/2020
Thai Institute of Directors Association (IOD)

Work Experience for the Past 5 Years :

Oct. 27, 2021 - Sep. 1, 2022 : President
MCOT Public Company Limited
Sep. 1, 2021 - Sep. 1, 2022 : Director-General
MCOT Public Company Limited
2018 - 2021 : Director, International Ph.D. Program in Governance
and Development
National Institute of Development Administration (NIDA)
2016 - 2018 : Council Committee
National Institute of Development Administration (NIDA)

2016 - 2018

: Vice President for Planning
National Institute of Development Administration (NIDA)

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises

: - None -

Business listed company

: - None -

Other Company

: - None -



Profiles of the Management Team of MCOT Public Company Limited (as of December 31, 2022)

Name - Surname : **Mr. Sirote Ratanamahatana**

Age (Year) : 49

Appointment :

- Director
- Member of Risk Management Committee
- Member of Corporate Governance Committee
- Member of Executive Committee



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education :

- Ph.D. in International Business Administration
Kennedy-Western University, USA
- Master of Science in Electrical Engineering
Wichita State University, USA
- Bachelor of Science in Electrical Engineering
Chulalongkorn University

Training Experiences :

- Director Certification Program (DCP), Class 304/2021
Thai Institute of Directors Association (IOD)

Work Experience for the Past 5 Years :

2022 - Present	:	Director and Acting President MCOT Public Company Limited
2020 - Present	:	Independent Director MCOT Public Company Limited
2020 - 2021	:	Director and Acting President MCOT Public Company Limited
2019 - present	:	Member of Risk Management Sub-committee Geo Informatics and Space Technology Development Agency (Public Organization)
	:	Specialist, Commission of Information Technology Communication and Telecommunication, Senate

2019 - 2020	: Specialist, Commission of Information Technology, Communication and Telecommunication, Senate
2019 - 2020	: Member and Advisor Sub-committee on Information Technology and Communication, Senate
2019 - 2020	: Member, Sub-committee on Telecommunications and Satellite and Sub-committee on Monitoring, Recommending and Accelerating National Reform, Senate
2019 - 2020	: Extraordinary Commissioner, National Legislative Assembly of Thailand and House of Representatives of Thailand to consider 10 version of digital laws, The National Legislative Assembly
2019 - 30 Sep. 2020	: Secretary, Commission of Judiciary, Independent Organization, Prosecutor, State Enterprise and Public Fund, House of Representatives, Senate
2015 - 2019	: Honorary Advisor to the Committee on Science, Information Technology and Mass Communication The National Legislative Assembly
2015 - 2019	: Member and Consultant of Sub-committee on Satellite Technology for Security, Sub-committee on Mass Communication and Sub-committee on Space Operations The National Legislative Assembly

Operations of State Enterprises or Juristic Persons Whose Shares Are Owned by State Enterprises :

Jul. 29, 2020 - Aug. 28, 2020	: Independent Director MCOT Public Company Limited
Aug. 29, 2020 - Aug. 31, 2021	: Director and Acting President MCOT Public Company Limited
Sep. 1, 2021 - Feb. 4, 2023	: Independent Director MCOT Public Company Limited
Sep. 1, 2021 - Feb. 4, 2023	: Director and Acting President MCOT Public Company Limited

Business listed company : - None -

Other Company : - None -



Name - Surname : **Mr. Phatiyuth Jaiswang**

Age (Year) : 57

Appointment :

- Executive Vice President
Product Group
- Acting Vice President
Television Office
- Acting Vice President
Radio Office



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : Bachelor of Communication Arts
Bangkok University

Training Experiences :


- Senior Mass Communication Administration
Training on Radio and Television Broadcasting, Class 9
- Modern Manager Program
- The Boss Program, organized by Management and
Psychology Institute
- Executive Program for High-Level Communication
for TV and Radio Operations, Class 2

Work Experience for the Past 5 Years :

Dec. 21, 2022 - Present	:	Executive Vice President, Product Group MCOT Public Company Limited
Dec. 21, 2022 - Present	:	Acting Vice President, Television Office MCOT Public Company Limited
Dec. 21, 2022 - Present	:	Acting Vice President, Radio Office MCOT Public Company Limited
Feb. 1, 2021 - Present	:	Director Panorama Worldwide Co., Ltd.
Mar. 24, 2021 - Dec. 21, 2022	:	Acting Executive Vice President of Product Group MCOT Public Company Limited

Apr. 29, 2020 - Dec. 21, 2022	:	Senior Vice President, Television Office MCOT Public Company Limited
Jul. 25, 2019 - Apr. 28, 2020	:	Vice President, 9 MCOT HD and Acting Vice President 9 MCOT HD, MCOT Public Company Limited
Oct. 1, 2018 - Jul. 24, 2019	:	Vice President, 9 MCOT HD and Acting Senior Vice President, Television Office MCOT Public Company Limited
Sep. 1, 2016 - Sep. 30, 2018	:	Vice President, Advertising Administration Department MCOT Public Company Limited



Name - Surname	: Miss Soontareeya Wongsirikul	
Age (Year)	: 55	
Appointment	: Executive Vice President, Finance Group and Chief Financial Officer	
	: Acting Senior Vice President Corporate Strategy Office (appointed on January 1, 2023)	
Shareholding status (percentage)	: - None -	
Family Relationship with Directors and Executives	: - None -	
Education	: M.B.A. in Finance, Sasin Graduate Institute of Business Administration of Chulalongkorn University : Master of Science in Biotechnology, Chulalongkorn University : Bachelor of Science in Biotechnology, King Mongkut's Institute of Technology Ladkrabang	
Training Experiences	: CFO Refresher, Class 3 : Executive Program for Justice Administration, Class 13 "Justice and Challenges in Next Decade" : Speaker in Forensic Accounting Series, Class 1 "Business Rehabilitation Processes after COVID-19 Crisis" : Risk Management Program for Corporate Leader, Class 18/2019 The Thai Institute of Directors Association (IOD) : Strategic Financial Leadership Program 2018 Thai Listed Companies Association : Strategic CFO in Capital Markets Program, Class 5/2017 Stock Exchange of Thailand : Ethical Leadership Program (ELP), Class 6/2016 Thai Institute of Directors Association (IOD) : Director Certificate Program (DCP), Class 215/2015 Thai Institute of Directors Association (IOD) : CFO Refresher, Class 2	

**Work Experience for the Past 5 Years :**

Jan. 14, 2023 - Present	:	Acting Executive Vice President, Corporate Management Group MCOT Public Company Limited
Apr. 21, 2021 - Present	:	Director Panorama Worldwide Co., Ltd.
Mar. 16, 2021 - Present	:	Director Seed MCOT Co., Ltd.
Feb. 1, 2021 - Present	:	Executive Vice President, Finance Group and Chief Financial Officer and Acting Executive Vice President, Corporate Management Group MCOT Public Company Limited
Feb. 1, 2021 - Oct. 25, 2022	:	Acting Executive Vice President, Corporate Management Group MCOT Public Company Limited
Jan. 14, - Oct. 25, 2022	:	Acting Senior Vice President, Corporate Strategy Office MCOT Public Company Limited
Aug. 2020 - Present	:	Director, Asia Metal Public Co., Ltd.
May 2018 - Present	:	Director, Siam Professional Holdings Co., Ltd.
May 2018 - Feb. 2022	:	Director, GS Security Holdings Co., Ltd.



Name-Surname : **Mrs. Chothip Norasretkul**

Age (Year) : 57

Appointment : Executive Vice President
Corporate Management Group



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : Master of Public Administration
Chulalongkorn University
: Bachelor of Political Science
Chulalongkorn University

Training Experiences : Ethical Leadership Program (ELP), Class 14/2018
Thai Institute of Directors Association (IOD)
: Strategic Management Program, Class 3/2018
: Senior Strategic Management Program on
Corruption Prevention and Suppression, Class 10

Work Experience for the Past 5 Years :

Dec. 21, 2022 - Present : Executive Vice President, Corporate Management Group
MCOT Public Company Limited

Oct. 26 - Dec. 21, 2022 : Acting Executive Vice President, Corporate Management Group
MCOT Public Company Limited

Oct. 26, - Dec. 31, 2022 : Acting Senior Vice President, Corporate Strategy Office
MCOT Public Company Limited

Jan. 1, 2021 - Dec. 21, 2022 : Senior Vice President, Office of Radio
MCOT Public Company Limited

Jul. 2, 2018 - Dec. 31, 2020 : Senior Vice President, reporting directly to the President
MCOT Public Company Limited

Aug. 1, 2015 - Jul. 1, 2018 : Senior Vice President, Office of Human Resources
MCOT Public Company Limited



Name - Surname : **Mr. Sommai Suwannawong**

Age (Year) : 56

Appointment :

- Executive Vice President,
Marketing and Sales Group
- : Acting Senior Vice President
Marketing Office
- : Acting Senior Vice President
Sales Office



Shareholding status (percentage) : 0.000013

**Family Relationship
with Directors and Executives** : - None -

Education :

- M.B.A. in Finance and Banking, Ramkhamhaeng University
- : Bachelor of Science in Applied Statistics
Chandrakasem Teachers College
- : Vocational Certificate in Accounting, Darun Pitaya Commercial School

Training Experiences :

- Good Governance Program for Middle Management, Class 15
- : Judicial Process Program for Senior Management, Class 22

Work Experience for the Past 5 Years :

Dec. 21, 2022 - Present	:	Executive Vice President, Marketing and Sales Group MCOT Public Company Limited
Dec. 21, 2022 - Present	:	Acting Senior Vice President , Marketing Office MCOT Public Company Limited
Dec. 21, 2022 - Present	:	Acting Senior Vice President, Sales Office MCOT Public Company Limited
Dec. 21 - Dec. 31, 2022	:	Acting Senior Vice President, Marketing and Sales Office MCOT Public Company Limited
Feb. 1, 2021 - Dec. 21, 2022	:	Acting Executive Vice President, Marketing and Sales Group MCOT Public Company Limited
Feb. 1, 2021 - Dec. 21, 2022	:	Senior Vice President, Marketing and Sales Office MCOT Public Company Limited
2017 - 2021	:	Senior Vice President, Corporate Strategy and Risk Management Office, MCOT Public Company Limited
2012 - 2017	:	Vice President, Finance Department MCOT Public Company Limited



Name - Surname : **Ms. Krisana Ubolpheng**

Age (Year) : 52

Appointment : Senior Vice President
Office of Accounting and Finance
: Acting Senior Vice President
Office of President



Shareholding status (percentage) : - None -

Family Relationship : - None -
with Directors and Executives

Education : Master of Accounting, Chulalongkorn University
: Bachelor of Laws, Thammasat University
: Bachelor of Business Administration in Accounting
Ramkhamhaeng University
: Certified Public Accountant
: Administrative Receiver

Training Experiences : Senior Management Program on Public Finance, Class 6
: TFRS of 2023 (Briefing of Accounting Standards
and Financial Reporting)
: Update TFRS 9 and TFRS 10, Class 2/2022
: Ethics for Accounting Professionals (Certified Auditors), Class 3
: The 3rd ASEAN CPA: Empowering and Enhancing
Sustainability of ASEAN Business

Work Experience for the Past 5 Years :

Jan. 1, 2021 - Present : Acting Senior Vice President, Office of President
MCOT Public Company Limited
2020 - Apr. 20, 2021 : Director, Panorama Worldwide Co., Ltd.
2018 - Mar. 15, 2021 : Director, Seed MCOT Co., Ltd.
Oct. 1, 2017 - Present : Senior Vice President, Office of Accounting and Finance
MCOT Public Company Limited
2013 - 2017 : Vice President of Accounting Department
MCOT Public Company Limited



Name - Surname : **Ms. Kittipong Khantiratana**

Age (Year) : 58

Appointment : Senior Vice President
Asset Management Office
: Acting Executive
Vice President
Special Affairs Group



Shareholding status (percentage) : 0.00009

**Family Relationship
with Directors and Executives** : - None -

Education : Bachelor of Laws, Thammasat University

Training Experiences : Medical Good Governace Cerificate for Senior Management
King Prajadhipok's Institute and the Medical Council of
Thailand
: Diploma, the National Defense Course
the National Defense College, Class 64

Work Experience for the Past 5 Years :

Jan. 1, 2023 - Present	: Acting Executive Vice President, Special Affairs Group MCOT Public Company Limited
Jun. 2022 - Present	: Senior Vice President, Office of Asset Management MCOT Public Company Limited
Oct. 1, 2021 - May 2022	: Acting Senior Vice President, Legal Office MCOT Public Company Limited
Jan. 1, 2021 - May 2022	: Senior Vice President, Office of Human Resources MCOT Public Company Limited
Jun. 12 - Dec. 31, 2020	: Company Secretary MCOT Public Company Limited
Apr. 29 - Dec. 31, 2020	: Senior Vice President, Office of the President MCOT Public Company Limited
2018	: Director of Human Resources Department Vice President MCOT Public Company Limited



Name - Surname : **Mr.Khajohnsak Jaturapattaranon**

Age (Year) : 47

Appointment : Senior Vice President
Office of Internal Audit



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : M.B.A. in Finance and Banking
Ramkhamhaeng University
: Bachelor of Business Administration in Finance and Banking
Ramkhamhaeng University
: Certificate of Professional Internal Auditor (CPIAT)

Training Experiences : Anti-Corruption: The Practical Guide (ACPG), Class 17/2015
Thai Institute of Directors Association (IOD)

Work Experience for the Past 5 Years :

2015 - Present : Senior Vice President, Office of Internal Audit
MCOT Public Company Limited



Name - Surname : **Mr. Thanin Thavonsassanavong**

Age (Year) : 59

Appointment : Senior Vice President
Office of Network Engineering



Shareholding status (percentage) : 0.000116

**Family Relationship
with Directors and Executives** : - None -

Education : M.B.A. in Marketing
Ramkhamhaeng University
: Master of Engineering in Electrical Communications
King Mongkut's Institute of Technology Ladkrabang
: Bachelor of Engineering in Electrical Communications
King Mongkut's Institute of Technology Ladkrabang

Training Experiences : Digital Broadcasting Engineering Training Course
NHK Training Center, Japan

Work Experience for the Past 5 Years :

Sep. 1, 2017 - Present : Senior Vice President, Office of Network Engineering
MCOT Public Company Limited
2015 - 2017 : Vice President of Planning and Engineering
Business Development
MCOT Public Company Limited



Name - Surname : **Mr. Noppadol Korniti**

Age (Year) : 59

Appointment : Senior Vice President
Thai News Agency



Shareholding status (percentage) : 0.000010

**Family Relationship
with Directors and Executives** : - None -

Education : Master of Arts in Political Science
Ramkhamhaeng University
: Bachelor of Economics
Thammasat University

Training Experiences : Medical Good Governance Certificate for Senior Management,
King Prajadhipok's Institute and the Medical Council of
Thailand
: Mass Communication for Senior Management Program
Class 4, Isra Institute, Thai Press Development Foundation

Work Experience for the Past 5 Years :

2020 - Present : Senior Vice President, Thai News Agency
MCOT Public Company Limited

2019 : Vice President, Domestic News Department
MCOT Public Company Limited

2018 : Vice President, Regional News Department
MCOT Public Company Limited



Name - Surname : **Mr. Phairach Santhawe**

Age (Year) : 57

Appointment : Senior Vice President
Office of Information Technology



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : Bachelor of Education in Educational Innovation Technology
Chandrakasem Rajabhat University

: Mini MBA Certificate, Chulalongkorn University

: Mini MBA Certificate, Thammasat University

: The Leadership Grid Seminar

Training Experiences : Competency Development Program for Department Directors

: Cloud Solution Workshop for MCOT

: MCOT Leadership Development Program 1 (ELP)

: Creating business advantage through Digital Transformation
Module 1 - 4

Work Experience for the Past 5 Years :

2020 - Present : Senior Vice President, Office of Information Technology
MCOT Public Company Limited

2019 - 2020 : Director of Information Technology Strategy and
Development, Office of Information Technology
MCOT Public Company Limited

2016 - 2019 : Vice President of Contents and
Programs Product Support Department
MCOT Public Company Limited



Name - Surname : **Mr. Suwit Supmahaudom**

Age (Year) : 55

Appointment : Senior Vice President
Human Resource Office



Shareholding status (percentage) : 0.00068

**Family Relationship
with Directors and Executives** : - None -

Education : Bachelor of Communication Arts
Sukhothai Thammathirat Open University

Training Experiences :

- : Cost Analysis and Management
- : Goal Setting and Performance Feedback, Class 1
- : Ministry of Finance's Public Procurement and Asset Management Program
- : Vision of Sustainable Business Administration and Search for Future Growth
- : Project Management from New Ideas to Support Business in the Future through Workshop

Work Experience for the Past 5 Years :

Jun. 2022 - Present	:	Senior Vice President, Human Resource Office MCOT Public Company Limited
2021 - May 2022	:	Senior Vice President, Asset Management Office MCOT Public Company Limited
2020	:	Vice President, News Creation and Production Department Thai News Agency, MCOT Public Company Limited
2019	:	Acting Vice President, Production Asset Management Department MCOT Public Company Limited
2012	:	Acting Vice President, News Editorial and Creation Division MCOT Public Company Limited



Name - Surname : **Mr. Kriengsak Kangwanwong**

Age (Year) : 56

Appointment : Senior Vice President
Legal Affairs Office



Shareholding status (percentage) : - None -

**Family Relationship
with Directors and Executives** : - None -

Education : Bachelor of Laws, Ramkhamhaeng University

Training Experiences :

- Executives of Provincial Administrative Organization Class 8/2001
- New Political Leaders, King Prajadhipok's Institute, Class 1
- Corporate Secretary and Preparation of Minutes for Directors and Shareholders' Meetings Thai Institute of Directors (IOD)
- Politics and Administration under Democracy System for Executives, King Prajadhipok's Institute, Class 22

Work Experience for the Past 5 Years :

Jun. 1, 2022 - Present	:	Senior Vice President, Legal Affairs Office MCOT Public Company Limited
Mar. 2020 - May 2022	:	Deputy Managing Director, Legal Affairs and Human Resources, Beauty Society 9 Co., Ltd.
Jul. 2019 - Sep. 2020	:	Secretariat Member of Committee on Management Verification and Assessment, The NBTC
Aug. 2017 - Dec. 2018	:	Advisor on Playing Card Factory, Excise Department Ministry of Finance
Feb. 2018 - Oct. 2020	:	Honorary Advisor to Justice and Legal Procedure Police Affairs, National Legislative Assembly



Name - Surname	:	Mr. Nimit Sukprasert	
Age (Year)	:	53	
Appointment	:	Senior Vice President Office of Business Development	
Shareholding status (percentage)	:	- None -	
Family Relationship with Directors and Executives	:	- None -	
Education	:	Master of Communication Arts in Business Communication Arts Dhurakij Pundit University	
	:	Bachelor of Economics in Business Economics Dhurakij Pundit University	
Training Experiences	:	National Security Administration Program, Class 12 National Intelligence Agency	
	:	Digital CEO, Class 4 Digital Economy Promotion Agency (DEPA)	
Work Experience for the Past 5 Years :			
Oct. 2021 - Present	:	Senior Vice President, Office of Business Development MCOT Public Company Limited	
2022	:	Vice President of Domestic News Department Thai News Agency, MCOT Public Company Limited	
2020 - 2022	:	Vice President of Regional News Department Thai News Agency, MCOT Public Company Limited	
2015 - 2020	:	Assistant Vice President, Political News Division Thai News Agency, MCOT Public Company Limited	



Name - Surname	:	Ms. Salinee Chimwarun
Age (Year)	:	51
Appointment	:	Vice President Accounting Department
Shareholding status (percentage)	:	- None -
Family Relationship with Directors and Executives	:	- None -
Education	:	Bachelor of Business Administration in Accounting Ramkhamhaeng University
Training Experiences	:	Mitigation Measures on Compliance with IFRS 9 on the topic of Financial Tools Creative Management Accounting with Cost Accounting Principles in Digital World Statement Adjustment as required by Financial Statements of Public Companies Knowledge Distribution: Annual Fees, Account Preparations, Income Differentiation in Radio and Television Broadcasting Land and Building Tax: Planning and Preparedness before Enforcement in 2020
Work Experience for the Past 5 Years :		
Aug. 29, 2018 - present	:	Vice President, Accounting Department MCOT Public Company Limited



ATTACHMENT 2

Details of Directors and Subsidiary

Nominal list	MCOT Plc.	Subsidiary		Related company			
		1	2	3	4	5	6
Directors							
1. Pol.Gen. Tawitchat Palasak	X						
2. Mr. Sommai Lakananurak	O						
3. Mr. Chanvit Nakburee	O						
4. Mr. Boonson Jenchaimahakoon	O						
5. Miss Kornpranom Wongmongkol	O			O			
6. Asst. Prof. Kangwan Yodwisitsak	O						
7. Mr. Phaiboon Siripanoosatie	O				O	O	
8. Asst. Prof. Prasert Akkharaprathomphong	O						O
9. Mrs. Yanee Sangsrichun	O						
10. Pol.Lt.Gen. Sirichun Chunsangsawang	O						
11. Mr. Sirote Ratanamahatana*	O						
Management							
1. Miss Soontareeya Wongsirikul		O	O				
2. Mr. Sommai Suwannawong		O					
3. Mr. Phatiyuth Jaiswang**		O					
4. Mrs. Chothip Norasretkul							
5. Mr. Kittipong Khantiratana							
6. Ms. Krisana Ubolpheng							
7. Mr. Khajohnsak Jaturapattaranon							
8. Mr. Thanin Thavonsassanavong							
9. Mr. Noppadol Korniti							
10. Mr. Phairach Santhawe							
11. Mr. Suwit Supmahaudom							
12. Mr. Nimit Sukprasert							
13. Mr. Kriengsak kangwanwong							
14. Ms. Salinee Chimwarun							
Directors who Resigned and Retired from Company in 2022							
1. Mrs. Pattara Warasaph							
2. Mr. Pravaid Audthasupapon							
3. Asst. Prof. Kasemsarn Chotchakornpant							

* Resigned from Director on February 4, 2023

** Acting President on February 4, 2023



List of companies

1. Panorama Worldwide Co.,Ltd.
2. SEED MCOT Co., Ltd.
3. Bangkok Commercial Asset Management Public Co., Ltd.
4. Finansia Syrus Securities Public Co., Ltd.
5. Amanah Leasing PCL.
6. ATP 30 Public Co., Ltd.

X = Chairman

O = Director



ATTACHMENT 3

Detail of Head of the Office of Internal Audit

Name - Surname : **Mr. Khajohnsak Jaturapattaranon**

Appointment : Senior Vice President
Office of Internal Audit

Age (Year) : 48

Shareholding status (percentage) : - None -

Family Relationship : - None -
with Directors and Executives

Education : M.B.A. in Finance and Banking, Ramkhamhaeng University
: Bachelor of Business Administration in Finance and Banking,
Ramkhamhaeng University
: Certificate of Professional Internal Auditor (CPIAT)

Training Experiences : Anti Corruption: The Practical Guide (ACPG), Class 17/2015
Thai Institute of Directors Association (IOD)
: Senior Anti-Corruption Strategist Class 13
: Anti-Corruption Training: International Anti-Corruption Academy (IACA)

Work Experience for the Past 5 Years :

2015 - Present : Senior Vice President, Office of Internal Audit
MCOT Public Company Limited



ATTACHMENT 4

Business Assets and Details on Asset Valuation



Details are Published on page 67 - 68

ATTACHMENT 5

Guidelines on Good Corporate Governance Principles on Morality, Ethics, and Code of Conduct Scope of Responsibilities of Directors and Committees of MCOT Public Company Limited



1. Guidelines on Good Corporate Governance of MCOT

Principles on Morality, Ethics and Code of Conduct of MCOT

MCOT established a policy on good corporate governance and principles on morality, ethics and code of conduct, to be used as work guidelines for Directors, executives and employees, to ensure efficiency in business operations, good corporate governance, excellent management, transparency, and accountability.

The guidelines on good corporate governance and the principles on morality, ethics and code of conduct in business operations were to acknowledge the Directors, executives and employees and referred to as business practice. The guidelines are published in the system and on MCOT's website.

For more details about the Company's good corporate governance, please visit the following links:

<https://investor.mcot.net/th/corporate-governance/corporate-governance-policy>

2. Scope of Responsibility of Directors and Committees of MCOT

2.1 Scope of Responsibility of Directors

(under Section 2, No. 7.2.3 Roles and Responsibility of Directors)

2.2 Scope of Responsibility of Committees

(under Section 2, No. 7.3 Roles and Responsibility of Committees)

ATTACHMENT 5 Report of the Audit Committee

Details are Published on page 177





MCOT PUBLIC COMPANY LIMITED

63/1 Rama 9 Road, Huay Kwang Subdistrict, Huay Kwang District, Bangkok 10310

Tel. 02 201 6151, 02 201 6491, 02 201 6454 Fax. 02 245 1854

Email : directors@mcot.net

www.mcot.net