Management Discussion and Analysis

For the 3rd quarter ended September 30, 2026

Workpoint Entertainment Public Company Limited (the "Company")

9 November 2026

บริษัท เวิร์คพอยท์ เอ็นเทอร์เทนเมนท์ จำกัด (มหาชน) 99 หมู่ 2 ตำบลบางพูน อำเภอเมืองปทุมธานี จังหวัดปทุมธานี 12000 โทร. 0-2833-2000 แฟกซ์: 0-2833-2998-9
WORKPOINT ENTERTAINMENT PUBLIC COMPANY LIMITED 99 MOO 2 BANGPOON, MUANG PATHUMTHANI, PATHUMTHANI 12000 Tel. 0-2833-2000 Fax : 0-2833-2998-9
www.workpoint.co.th

1. Executive Summary

In the 3rd quarter of 2026, Workpoint Entertainment Public Company Limited (the "Company") continued to operate amid an economic slowdown, together with conflicts and uncertainties both domestically and internationally, which led advertisers to cut spending. Nevertheless, the Company continued to develop its content and expand its entertainment business, including extending its television programs into the event organizing business, expanding its concert business with both Thai and international artists, and maximizing the utilization of the Company's venues to diversify its revenue streams. The key developments during the 3rd quarter of 2026 are summarized as follows:

- Launched and broadcast new television programs, namely HIGH ZCOOL BAND, a reality competition for high school bands, and THE HEART by Siriraj, produced under a production service agreement.
- Continued to provide event organizing services, including CJ MORE GOLDEN MIC ON TOUR 2026 (5th edition), TOYOTA MOVE YOUR WORLD BEAT and SUSTAIN CITY: THE GREEN TRANSITION, as well as its own events extended from the Company's television programs, including TPOP CAMPUS TOUR 2026, THOSSAKAN RUN WONGKARN ON TOUR and PANYA 5 DAO EATS FAIR.
- Organized a variety of concerts and performances, featuring both an international artist, namely 2026 JAY B TAPE : ROOTS IN BANGKOK, and Thai artists with well-established fan bases, such as ATLAS RISING UP CONCERT, THE GHOST SOD STORY 2, NIWKLOM NANG LAO #PANYA MAI PRADIT, LEO NANG KLAI 2 and WEDNESDAY SONG, most of which were held at the Company's own venues.
- Invested through associates in the film GOD SKIN, released in cinemas during the quarter, and "Beum Beum" CONCERT: VERY THAI, which received a positive response from audiences despite being affected by the flooding in September 2026.
- Carried out an organizational restructuring by reducing overlapping units and dissolving units with no further operating plans, which is expected to significantly reduce personnel expenses in 2027.

In the 3rd quarter of 2026, the Company reported total revenue of THB 432.79 million, down 10% year-on-year, mainly due to lower revenue from the Television Program Business as a result of the slowdown in advertising expenditure, as well as lower revenue from the Event Organizing Business. Meanwhile, revenue from the Concert and Play Business increased by 121% and revenue from the Sale of Goods and Rendering of Other Services Business increased by 45%, driven by its concerts and theater rental services. In this quarter, the Company reported a net loss attributable to owners of the parent of THB 54.56 million, which included employee severance expenses from the organizational restructuring of THB 40.00 million, a non-recurring expense (a net impact of approximately THB 16.51 million after a THB 23.49 million reversal of employee benefit provisions), and a share of loss from investments in associates and joint ventures of THB 7.53 million.

In terms of sustainability, the Company continued to conduct its business in accordance with Environmental, Social and Governance (ESG) principles, focusing on the efficient use of

resources, human capital development, the creation of shared value with society through responsible entertainment businesses, and good corporate governance, in order to create long-term value for shareholders, investors and all stakeholders.

2. Important Events for the 3rd quarter ended September 30, 2026

The Company operates four core business segments: (1) Television Program Business; (2) Event Organizing Business; (3) Concert and Play Business; and (4) Sale of Goods and Rendering of Other Services Business. These business segments are closely integrated and complement one another. The key developments of each business segment for the three-month period ended September 30, 2026, or during the 3rd quarter of 2026, are summarized as follows:

Television Program Business

The Company's core business involves the production of television programs broadcast on the "Workpoint" Channel, with its primary source of revenue derived from advertising sales and the promotion of products and services during airtime. In addition, the Company provides television production services for third parties and also offers airtime rental. To adapt to changing consumer viewing behaviors, the Company has expanded its content distribution channels to include a full range of digital platforms such as YouTube, Facebook, X, LINE, and the Company's website and application, in parallel with traditional television broadcasting. In addition to producing television programs for broadcast on the "Workpoint" Channel and online platforms for advertising sales and product promotion, the Company also engages in the licensing of its television program rights to both domestic and international clients, including OTT (Over-the-Top) platforms.

During the 3rd quarter of 2026, the Company launched and broadcast a notable new television program, HIGH ZCOOL BAND, a reality competition for high school bands under the concept "High School to High Stage", which provides a stage for Gen Z youth nationwide to showcase their musical talent and creativity. The band MANDRAKE from Assumption College won the competition. In addition, the Company produced and broadcast "THE HEART by Siriraj" under a production service agreement, a medical edutainment game show combining medical knowledge and entertainment, produced in collaboration between the Faculty of Medicine Siriraj Hospital and the Workpoint Channel, featuring competitions in medical knowledge and skills related to heart disease among teams of medical students from 16 institutions nationwide.







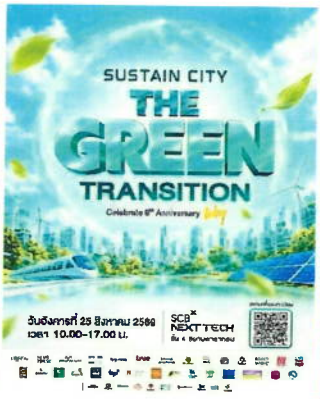
Event Organizing Business

The Event Organizing Business provides comprehensive event management services to meet the diverse requirements and objectives of clients. Over the years, the Company has earned the trust of both public and private sector organizations in organizing a wide range of major events. During the 3rd quarter of 2026, the Company was engaged to organize several significant events, including CJ MORE GOLDEN MIC ON TOUR 2026 (5th edition), TOYOTA MOVE YOUR WORLD BEAT and SUSTAIN CITY: THE GREEN TRANSITION.

In addition, during the 3rd quarter of 2026, the Company organized a number of its own events, some of which were extensions of the Company's television programs, in order to expand business opportunities and generate revenue from its content in various formats, including TPOP CAMPUS TOUR 2026, THOSSAKAN RUN WONGKARN ON TOUR and PANYA 5 DAO EATS FAIR. In particular, PANYA 5 DAO EATS FAIR has been a highly successful event held on several occasions. The event is a food festival bringing together famous restaurants and street food from across Thailand, extended from the television program "PANYA 5 DAO" hosted by Mr. Phanya Nirunkul. The event is organized in collaboration with Gourmet Eats of The Mall Group and rotates among The Mall branches (such as The Mall Lifestore Bangkapi and The Mall Lifestore Bangkae).















Concert and Play Business

The Company operates the Concert and Play Business through the organization of concerts and stage performances featuring well-known artists from both Thailand and overseas, including

artists under the Company's management as well as independent artists. The Company places great emphasis on maintaining the quality of every production. Performances are held both at external venues and at the Company's own venues, such as SIAMPIC Hall, the Company's theater and integrated performance venue located in the heart of the city, and the Big Hall studio, a television production studio of the Company that is used for concerts during periods when no filming is scheduled, in order to maximize the utilization of the Company's facilities.

During the 3rd quarter of 2026, the Company organized a variety of concerts and performances, featuring an international artist, namely 2026 JAY B TAPE : ROOTS IN BANGKOK, and Thai artists with well-established fan bases, both artists under the Company's management and independent artists, such as ATLAS RISING UP CONCERT, THE GHOST SOD STORY 2, NIWKLOM NANG LAO #PANYA MAI PRADIT, LEO NANG KLAI 2 and the WEDNESDAY SONG concerts, which are organized in collaboration with PLIK MOOM KID COMPANY LIMITED. Most of these performances were held at the Company's own venues, in line with the Company's approach of maximizing the utilization of its venues alongside its performance business.



Sale of Goods and Rendering of Other Services Business

The Sale of Goods and Rendering of Other Services Business consists mainly of theatre venue rental services and artist management, including the sale of artist-related merchandise. The details of each business are summarized as follows:

1. Theater Rental Service: The Company provides venue rental services for performances and various events, with SIAMPIC Hall as its main venue. SIAMPIC Hall is a large theater with well-equipped space and facilities, and its layout can be adapted to suit a wide range of activities, including concerts, stage plays, conferences and seminars, and special events. Located in the heart of the city with convenient access, it is an attractive option for both domestic and international event organizers.

During the 3rd quarter of 2026, the Company provided venue rental services for a wide range of events, including IDOLIST KENTY ASIA TOUR 2026 IN BANGKOK, UNDERTALE: THE DETERMINATION SYMPHONY WORLD TOUR, HONNE 10 YEAR ANNIVERSARY TOUR, THE WORLD SCHOLAR'S CUP 2026, the 49th Red Cross Concert and DARALAI THE MUSICAL.









2. Artist Management and Artist Merchandise Business: The Company provides management, coordination and booking services for its artists, covering performances at concerts, events, films and series, as well as brand ambassador and presenter engagements for various products and services, including the sale of artist-related merchandise.






During the 3rd quarter of 2026, the Company's artists continued to perform and participate in activities both in Thailand and overseas, such as VERY THAI DIAN FENG MUSIC FESTIVAL 2026 IN HUZHOU and LONELY LOUD FEST 2. In addition, the Company secured presenter engagements from various brands. Apart from its core artist groups, 4EVE and ATLAS, the Company expanded presenter opportunities to the artist JMNK during the quarter, who was selected as the presenter for De Leaf Thanaka powder and RAD Cosmetics Essential Glow Lip Treatment.

In addition to the core businesses mentioned above, the Company has also invested in other entertainment businesses through associates and joint ventures with business partners. During the 3rd quarter of 2026, one film invested through an associate, GOD SKIN, was released in cinemas, and an associate also organized one concert, "Beum Beum" CONCERT: VERY THAI, which received a positive response from audiences. However, the concert was affected by the flooding in September 2026.

Furthermore, during the 3rd quarter of 2026, the Company carried out an organizational restructuring to enhance operational efficiency and cost management by reducing units with overlapping functions and dissolving units with no future operating plans. The restructuring is expected to significantly reduce personnel expenses in 2027.

WORK ENTERTAINMENT POINT

3. Financial Results and Position for the 3rd quarter ended September 30, 2026

3.1 Financial Results

Quarterly Result Summary for the 3rd quarter ended September 30, 2026

Statement of Income (Consolidated) Unit : MB	Quarter						Change			
	3Q 2025		2Q 2026		3Q 2026		%YOY		%QoQ	
	MB	%	MB	%	MB	%	MB	%	MB	%
Income	**478.31**	**100%**	**465.76**	**100%**	**432.79**	**100%**	**(45.53)**	**-9.5%**	**(32.97)**	**-7%**
Revenue from television programs	339.80	71%	249.96	54%	236.90	55%	(102.90)	-30.3%	(13.06)	-5%
Revenue from concerts and plays	47.71	10%	96.44	21%	105.42	24%	57.71	121.0%	8.97	9%
Revenue from event marketing	60.15	13%	83.47	18%	46.02	11%	(14.14)	-23.5%	(37.45)	-45%
Revenue from sale of goods and rendering of other services	30.66	6%	35.89	8%	44.46	10%	13.80	45.0%	8.56	24%
Costs	**(327.78)**	**-69%**	**(373.92)**	**-80%**	**(354.48)**	**-82%**	**(26.70)**	**8.1%**	**19.45**	**-5%**
Cost of television programs	(231.55)	-48%	(200.38)	-43%	(192.70)	-45%	38.85	-16.8%	7.68	-4%
Cost of concerts and plays	(44.05)	-9%	(98.83)	-21%	(121.13)	-28%	(77.09)	175.0%	(22.30)	23%
Cost of event marketing	(47.39)	-10%	(62.80)	-13%	(31.04)	-7%	16.35	-34.5%	31.77	-51%
Cost of sale of goods and rendering of other services	(4.80)	-1%	(11.91)	-3%	(9.61)	-2%	(4.81)	100.3%	2.30	-19%
Gross profit	**150.53**	**31%**	**91.84**	**20%**	**78.31**	**18%**	**(72.22)**	**-48.0%**	**(13.53)**	**-15%**
Other income	19.06	4%	30.93	7%	11.89	3%	(7.17)	-37.6%	(19.04)	-62%
Dividend income	-	0%	-	0%	-	0%	-	0.0%	-	0%
Selling expenses	(29.10)	-6%	(23.43)	-5%	(24.06)	-6%	5.05	-17.3%	(0.63)	3%
Administrative expenses	(113.92)	-24%	(106.70)	-23%	(108.07)	-25%	5.85	-5.1%	(1.37)	1%
Finance costs	(1.77)	0%	(1.21)	0%	(1.16)	0%	0.60	-34.1%	0.04	-4%
Reversal of impairment loss determined in accordance with TFRS 9	0.50	0%	0.07	0%	0.43	0%	(0.07)	-13.8%	0.36	514%
Share of profit (loss) of investments in associates and joint ventures accounted for using equity method	11.25	2%	6.97	1%	(7.53)	-2%	(18.78)	-166.9%	(14.49)	-208%
Profit (loss) before income tax	**36.55**	**8%**	**(1.54)**	**0%**	**(50.19)**	**-12%**	**(86.74)**	**-237.3%**	**(48.65)**	**n.m.**
Tax expense	(2.22)	0%	(4.75)	-1%	(4.07)	-1%	(1.85)	83.0%	0.68	-14%
Profit (loss) for the period	**34.32**	**7%**	**(6.29)**	**-1%**	**(54.26)**	**-13%**	**(88.58)**	**-258.1%**	**(47.97)**	**763%**
Less: Non-controlling interests	0.26	0%	(5.14)	-1%	(0.30)	0%	(0.56)	-216.3%	4.85	-94%
Profit (loss) attributable to Owners of parent	**34.58**	**7%**	**(11.44)**	**-2%**	**(54.56)**	**-13%**	**(89.14)**	**-257.8%**	**(43.13)**	**377%**

Note: n.m. = not meaningful (change exceeding 1,000%)

The financial results of the Company and its subsidiaries for the 3rd quarter ended September 30, 2026 showed a net loss attributable to owners of the parent of THB 54.56 million, decreasing by THB 89.14 million, or 258%, compared to the same period of the previous year, when the Company reported a net profit attributable to owners of the parent of THB 34.58 million.

During the 3rd quarter of 2026, the Company carried out an organizational restructuring to enhance operational efficiency and long-term cost management. As a result, the Company recognized employee severance expenses of THB 40.00 million in this quarter, which are considered a non-recurring expense. The Company also reversed provisions for employee benefits of the terminated employees of THB 23.49 million, resulting in a net impact on operating results of approximately THB 16.51 million.

Revenue:

For the 3rd quarter ended September 30, 2026, the total Revenue (Excluding Other Income) of the Company was THB 432.79 million, which represented a decrease of THB 45.53 million or 10% from the same period in the previous year, which showed total Revenue (Excluding Other Income) of THB 478.31 million. The change in total Revenue was mainly a result of the following businesses:

Revenue from Television Program Business

Revenue from Television Program Business consists of advertising and product promotion during the broadcasting periods of the Company's television station ("Workpoint" Channel) and the Company's online media platforms. It also includes revenue from airtime rental to third parties for television broadcasting on the Workpoint Channel, revenue from television production services for broadcasting on the Workpoint Channel, and revenue from licensing television program rights to overseas markets.

For the 3rd quarter of 2026, the Company reported revenue from the Television Program Business of THB 236.90 million, decreasing by THB 102.90 million or 30% from the same period in the previous year, when the revenue was THB 339.80 million. The decrease was mainly due to the economic slowdown, together with international conflicts and economic uncertainty, which led advertisers to slow down their advertising expenditure. Nevertheless, the Company continued to develop and launch new television programs, and during the quarter produced and broadcast new programs, including HIGH ZCOOL BAND and THE HEART by Siriraj, as mentioned above.

Revenue from Event Organizing Business

Revenue from the Event Organizing Business consists of revenue from organizing events, including both event management services provided to third parties and events organized by the Company. For the 3rd quarter of 2026, the Company reported revenue from the Event Organizing Business of THB 46.02 million, decreasing by THB 14.14 million or 24% from the same period in the previous year, when the revenue was THB 60.15 million. The decrease reflected the value of events held in each period, which vary according to the nature of the business. During the 3rd quarter of 2026, the Company's major events included CJ MORE GOLDEN MIC ON TOUR 2026 (5th edition), THOSSAKAN RUN WONGKARN ON TOUR and PANYA 5 DAO EATS FAIR.

Revenue from Concert and Play Business

Revenue from the Concert and Play Business consists of revenue from concerts and stage performances organized by the Company. For the 3rd quarter of 2026, the Company reported revenue from the Concert and Play Business of THB 105.42 million, increasing by THB 57.71 million or 121% from the same period in the previous year, when the revenue was THB 47.71 million. The increase was mainly due to the higher number of concerts and performances, including a large-scale concert by an international artist, 2026 JAY B TAPE : ROOTS IN BANGKOK. The Company also continued to focus on events with well-established audiences and fan bases, with key events during the quarter including ATLAS RISING UP CONCERT, THE GHOST SOD STORY 2, NIWKLOM NANG LAO #PANYA MAI PRADIT and LEO NANG KLAI 2.

Revenue from Sale of Goods and Rendering of Other Services Business

Revenue from the Sale of Goods and Rendering of Other Services Business consists of revenue from the Company's theater rental services, sales of artist merchandise at concerts, and revenue sharing from artist management services. For the 3rd quarter of 2026, the Company reported revenue from the Sale of Goods and Rendering of Other Services Business of THB 44.46 million, increasing by THB 13.80 million or 45% from the same period in the previous year, when the revenue was THB 30.66 million. The increase was mainly due to higher revenue from theater rental services, as well as higher revenue sharing from artist management services.

Costs:

For the 3rd quarter of 2026, the Company reported total cost of THB 354.48 million, increasing by THB 26.70 million or 8% from the same period in the previous year, when the total cost was THB 327.78 million. The increase was mainly due to higher cost of the Concert and Play Business of THB 77.09 million, in line with the higher number and value of concerts organized during the quarter, while the cost of the Television Program Business decreased by THB 38.85 million as a result of the Company's continued production cost management and control and the reversal of provisions for employee benefits of the terminated employees, and the cost of the Event Organizing Business decreased by THB 16.35 million in line with the changes in the number and value of events in each period, according to the nature of the business.

Selling and Administrative Expenses:

For the 3rd quarter of 2026, the Company reported selling and administrative expenses of THB 132.13 million, decreasing by THB 10.90 million or 7.6% from the same period in the previous year, when the selling and administrative expenses were THB 143.02 million.

For the 3rd quarter of 2026, the Company reported selling expenses of THB 24.06 million, compared with THB 29.10 million in the same period of the previous year, a decrease of THB 5.05 million, mainly due to lower sales promotion and public relations expenses and lower sales commissions in line with the change in sales revenue. Administrative expenses amounted to THB 108.07 million, compared with THB 113.92 million in the same period of the previous year, a decrease of THB 5.85 million, mainly due to the reversal of provisions for employee benefits of the terminated employees and lower employee salaries, despite the recognition during the quarter of employee severance expenses from the organizational restructuring, a non-recurring expense, which were recorded across several cost and expense line items. The decrease reflected the Company's continued cost management and expense control policy, particularly the decrease in office operating and utility expenses.

In addition to the Company's core businesses mentioned above, for the 3rd quarter of 2026, the Company recognized a share of loss from investments in associates and joint ventures using the equity method of THB 7.53 million, compared with a share of profit of THB 11.25 million in the same period of the previous year, a decrease of THB 18.78 million or 167%. This was mainly due to the recognition of its share of loss from investments in the film GOD SKIN and "Beum Beum" CONCERT: VERY THAI through associates, with the concert further affected by the flooding in September 2026.

3.2 Financial Position

(Unit : THB million)



Total Assets:

As of September 30, 2026, the Company had total assets of THB 4,600.43 million, decreasing by THB 153.99 million or 3% compared to December 31, 2025, when the Company had total assets of THB 4,754.43 million. The decrease in total assets was mainly due to a decrease in inventories, as at the end of 2025 the Company was in the process of preparing concerts by international artists, which were completed during the 3rd quarter of 2026.

Total Liabilities:

As of September 30, 2026, the Company had total liabilities of THB 555.07 million, decreasing by THB 45.28 million or 8% compared to December 31, 2025, when the Company had total liabilities of THB 600.35 million. The decrease was mainly due to a decrease in trade payables of

THB 22.57 million following the completion of concerts during the 3rd quarter of 2026, a decrease in provisions for employee benefits of THB 11.75 million as a result of the organizational restructuring, and a decrease in unearned revenue from pre-order sales of merchandise of the Company's artists, as the Company completed the delivery of such merchandise during the period.

Shareholders' Equity:

As of September 30, 2026, the Company had shareholders' equity of THB 4,045.36 million, decreasing by THB 108.71 million or 3% compared to December 31, 2025, when the Company had shareholders' equity of THB 4,154.07 million. The decrease was mainly due to the net loss for the period, which reduced the Company's retained earnings.

4. Sustainability Performance for the 3rd quarter ended September 30, 2026

The Company places importance on conducting its business sustainably, taking into account its responsibilities toward the environment, society and good corporate governance (Environmental, Social and Governance: ESG), alongside improving operational efficiency and creating value for all stakeholders. The Company's key sustainability activities during the 3rd quarter of 2026 are summarized as follows:

Environmental Dimension

The Company has continuously implemented environmental measures focusing on the efficient use of energy and resources, waste reduction, and the promotion of environmental awareness within the organization. This includes the use of clean energy through the Solar Rooftop system and the introduction of electric vehicles (EVs) to partially replace fuel-powered vehicles, in order to reduce environmental impacts and greenhouse gas emissions.

Key energy and resource conservation results for the first nine months of 2026 are as follows:

- **Electricity consumption**: The Company reduced electricity consumption by 898,210 kilowatt-hours compared to the same period of the previous year, through the use of renewable energy together with electricity control measures in offices and studios, as well as more efficient management of television production schedules.
- **Water consumption**: The Company reduced water consumption by 1,647 cubic meters, or 1,647,000 liters, through continuous water conservation measures and water resource management.

Social Dimension

The Company places importance on developing its personnel, enhancing quality of life, and contributing to society, utilizing both its internal resources and its expertise in media and entertainment as part of its social activities. Key activities during the 3rd quarter of 2026 were as follows:

- **Blood Donation Activity**
  The Company, in collaboration with the National Blood Centre, Thai Red Cross Society, organized a blood donation activity under the theme "Add Blood, Add Life" on September 11, 2026, collecting a total of 45 units of blood from donors to support blood reserves for patients in need. The Company plans to organize blood donation activities at least three times throughout 2026.

- **Employee Training and Development**
  The Company promotes the development of employees' knowledge and skills in line with changes in technology and business models by organizing training in various areas, including digital technology, artificial intelligence (AI), and intellectual property knowledge relevant to the Company's operations. During the quarter, the Company organized the "AI for Event" training course on September 25, 2026 to promote knowledge and the application of AI technology in event organizing work.





- **Television Programs Driving Society and Youth Development**
  In addition to direct social activities, the Company leverages its capabilities in television production and broadcasting as a channel to promote knowledge, develop the potential of young people, and create benefits for society. Key programs during the 3rd quarter of 2026 included:

  - **"HIGH ZCOOL BAND"** a reality competition for high school bands that provides young people nationwide with an opportunity to showcase their musical talent and creativity, with more than 250 bands applying to compete. In addition, the "High Zcool Camp" activity enabled participants to receive guidance and learn from the experience of artists and music industry experts, in order to develop their musical and teamwork skills and prepare them for future careers.





  - **"THE HEART by Siriraj"** a program created in collaboration between the Company and the Faculty of Medicine Siriraj Hospital, presenting medical knowledge through a competition format that combines education and entertainment. The program focuses on raising awareness of cardiovascular disease, health care and disease risk prevention, while promoting the potential of medical students from various institutions through competitions in medical knowledge and skills. Broadcasting the program on television and online media also helps expand public access to health knowledge.





Governance Dimension

The Company is committed to conducting its business in accordance with good corporate governance principles, placing importance on transparency, accountability, and compliance with applicable laws and regulations, as well as respecting the rights and interests of all stakeholders, while promoting business ethics and appropriate risk management.

The Company aims to integrate sustainability into its operations at all levels through the efficient use of resources, personnel development, and activities that benefit society, in order to support responsible business operations and create long-term stability.

Please be informed accordingly.

Best Regards,
Workpoint Entertainment Public Company Limited

(Mr. Surakarn Sirimothya)
Chief Financial Officer
Authorized to sign on behalf of the Company

บริษัท เวิร์คพอยท์ เอ็นเทอร์เทนเมนท์ จำกัด (มหาชน) 99 หมู่ 2 ตำบลบางพูน อำเภอเมืองปทุมธานี จังหวัดปทุมธานี 12000 โทร. 0-2833-2000 แฟกซ์: 0-2833-2998-9
WORKPOINT ENTERTAINMENT PUBLIC COMPANY LIMITED 99 MOO 2 BANGPOON, MUANG PATHUMTHANI, PATHUMTHANI 12000 Tel. 0-2833-2000 Fax : 0-2833-2998-9
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