

CMO 0543-2025

May 27, 2025

Subject: Report on Guidelines and Corrective Actions in the case of “CS” and “CB”
sign

To: President
The Stock Exchange of Thailand

CMO Public Company Limited (the "**Company**") would like to inform that the Company has held a Meeting to report on guidelines for resolving the incident. To provide information to shareholders, investors, and related parties (Public Presentation) that the Company's securities are marked with a "CS" sign because of the auditor's disclaimer of conclusion that was not caused by the limited auditing scope for the financial statement of Q1/2025 ended on March 31, 2025 And "CB" due to a net loss for three consecutive years and shareholders' equity being lower than the paid-up registered capital for the annual financial statements ending December 31, 2024. The Company has organized a Public Presentation meeting to provide information and explain the situation to shareholders and investors by holding the meeting via electronic media (E-Meeting) on May 27, 2025 at 14.15 p.m.-15.00 p.m., which can be viewed via the C-Update channel of the Stock Exchange of Thailand and on YouTube of the Stock Exchange of Thailand following this link:

<https://listed-company-presentation.setgroup.or.th/vdo/9728>

Report on the Status of the 'CS' (Caution Sign) Marking and the Company's Corrective Action Plan

1. The company group has current liabilities exceeding its current assets. This situation may raise concerns regarding the going concern assumption and the Group's ability to continue its operations in the foreseeable future.

The company acknowledges the significance of these issues and has taken serious steps to address them, implementing strategies for improved and sustainable growth in the future:

- Organizational Restructuring - Restructuring the organization to enhance flexibility and agility in responding to various types of work while accommodating increased workloads. This restructuring will be carried out using the existing workforce, with a

new approach to personnel allocation aimed at improving efficiency, ensuring high-quality output, and maintaining professional standards.

- Growth Strategy -The company targets approximately 20% business growth through three key strategies:
 - Market Penetration: Expanding market share in the existing event business by deepening relationships with current clients and transitioning from a service provider to a business partner.
 - Market Development: Growing the business by focusing on a younger workforce. Thus, it is accessible to customers of every generation.
 - Productization Strategy: Developing and creating CMO's intellectual property (IP) to shift from a supplier role to an event creator with unique company-owned events.
- Cost Optimization - The organizational restructuring will not only expand the market but also enhance resource efficiency, reduce redundancy, and eliminate unnecessary costs. The company emphasizes developing employees' multiple skills, enabling cross-functional work and efficient role substitution, thus mitigating the impact of resource shortages in specific positions. Additionally, accurate cost estimation and close monitoring of event-related expenses will help maintain cost control within company standards. Considering the company's performance this quarter, it is clear that we have achieved significantly higher gross profit and net profit margins.
- Financial Stability - The Company is committed to establishing robust financial stability through proactive liquidity management and maintaining adequate cash reserves for emergencies. This approach ensures an effective response to future uncertainties. Furthermore, there is a strong emphasis on debt reduction planning and interest rate management, achieved by consistently reviewing and evaluating debt obligations. This rigorous oversight has enabled the Company to make timely bond repayments in every installment, with confidence in its ability to settle the full bond amount within the stipulated timeframe, thereby reducing long-term financial costs.
- Sustainability - The Company is committed to sustainable business practices across all ESG dimensions, which will enhance customer and stakeholder confidence in its

environmentally friendly operations. This represents a crucial step in strengthening the Company's positive image and creating value for all parties.

The strategies implemented by the Company have begun to show tangible results in the Q1/2025 performance. Beyond the Group's return to profitability, particular emphasis should be placed on "cash flow," which is a critical factor for sustained and stable business operations.

In Q1/2025, the Company recorded cash flow from operating activities of THB 75.89 million, representing a significant increase of 200% compared to the same period last year. This substantial growth reflects increasingly efficient cash management. Regarding cash flow from investing activities, the Company utilized a net amount of THB -5.55 million. Investments this quarter primarily focused on the procurement of equipment and a new ERP system, aiming to enhance long-term operational efficiency. In terms of cash flow from financing activities, the Company utilized a total of THB -19.70 million. This outflow resulted from the repayment of short-term debt and loan interest, with no additional debt incurred. The Company opted to utilize cash from operations rather than relying on external funding sources. This strategic choice positively impacted the Debt Service Coverage Ratio (DSCR), which improved from -0.09 times in the previous quarter to 0.27 times this quarter.

As of the end of Q1/2025, the Company held cash on hand totaling THB 136.21 million. This reflects its strong capability in generating efficient cash flow and its solid readiness to support both ongoing operations and future investments.

2. The uncertainty surrounding the future outcome of lawsuits in which the company group is being sued in court.

Regarding the resolution of the lawsuit, the Court of First Instance ruled in favor of the Company by dismissing the plaintiff's case in September 2024. The plaintiff has since filed an appeal against this judgment. The Company has prepared a counter-appeal to vigorously defend its position. Management remains confident that the Court of Appeals will uphold the decision of the Court of First Instance.

Report on the 'CB' Status and the Company's Performance Recovery Plan

The Stock Exchange of Thailand has imposed a "CB" designation on the Company's securities due to its recent operating performance. The Company has been continuously affected by

the COVID-19 pandemic, resulting in three consecutive years of net losses and shareholders' equity falling below paid-up registered capital for the fiscal year 2024.

The Company recognizes the critical importance of turning around its performance and has systematically prioritized strategic marketing planning aligned with organizational goals. This aims to foster growth and enhance market competitiveness, ultimately leading to a return to profitability, as follows:

- Comprehensive Event Services with a focus on adapting to industry trends and offering high-quality, differentiated services, covering:
 - Creative Event: Designing and organizing unique, creative events.
 - Museum Creator: Developing modern and engaging museum exhibitions.
 - Concert & Entertainment: Providing full-service concert and entertainment event management, from planning to production.
 - Equipment Service: Offering event, concert, and exhibition equipment, including lighting, sound, and visual systems.
 - Digital Content: Producing digital media to enhance customer engagement and experience.
- Comprehensive Marketing Planning towards Goals, the Company is dedicated to expanding business opportunities and fostering sustainable growth through comprehensive marketing strategies, which include:
 - Expand the Sales Team: Enhance capabilities and expand the sales team to reach new customers, penetrate diverse target markets, and effectively increase sales.
 - New Projects focusing on Events & Entertainment: Develop new projects centered on events and entertainment to meet market trends and boost competitive capabilities.
 - New Partner or Joint Venture: Seek opportunities for strategic partnerships or joint ventures with high-potential organizations to strengthen capabilities and broaden service offerings.
 - Overseas Market: Expand into international markets to offer services of international standards and increase global growth opportunities.

In the first quarter of 2025, the Company earned significant trust from clients, leading to the successful execution of numerous key events such as ASA Expo 2025, various booths at Money Expo 2025, TOA Dealer Conference 2025, and the Bank for Agriculture and Agricultural


Cooperatives (BAAC) Museum, among others. Furthermore, the Company has secured confirmed projects including SET in the City 2025, TCP Booth at Thaifex 2025, PTTEP Booth at Energy Asia 2025, and MEGA Countdown 2026.

An analysis of the Company's Q1/2025 financial statements reveals that CMO Public Company Limited achieved total revenue of THB 435.64 million, marking a 66% increase year-over-year (YoY) and a 34% increase quarter-over-quarter (QoQ). The Company's gross profit stood at THB 141.44 million, representing a gross profit margin of 32%, reflecting improved cost management efficiency. For the net results, the Group recorded a net profit of THB 54.06 million, signifying a return to profitability from losses in both the same period last year and the previous quarter.

With a strategic plan focused on growth and expansion, the Company is well-positioned to drive its business toward stable success. We are targeting a full-year revenue of THB 1,400–1,600 million, alongside a sustainable return to profitability. This comprehensive approach aims to resolve and alleviate the various challenges currently faced by the Company, both in terms of its financial status and stakeholder confidence, with the clear expectation of sustained long-term recovery.

Please be informed accordingly.

Yours sincerely,



Mr.Kitisak Jumpathippong
Chief Executive Officer
CMO Public Company Limited