

CMO 0483-2025

March 11, 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. 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 March 11, 2025, at 16.15 p.m.-17.00 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/th/vdo/9609>

Reasons for the “CS” Marking The company would like to report the reasons for the auditor’s disclaimer of opinion as follows:

1. The company group has continuously incurred operating losses for several years, raising concerns under the going concern assumption regarding the continuity of its business operations.
2. The uncertainty surrounding the future outcome of lawsuits in which the company group is being sued in court.

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 and targeting new customer segments through an experienced sales team.
  - 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.
- Financial Stability - The company is managing liquidity and maintaining cash reserves for emergencies to effectively navigate uncertainties. Furthermore, it focuses on debt reduction and interest rate management by regularly reviewing and assessing financial obligations to ensure timely repayments, ultimately reducing long-term financial costs. The company's key financial ratios have shown significant improvement compared to the previous year.
- Sustainability - The company is committed to sustainability across ESG (Environmental, Social, and Governance) dimensions. One of its key initiatives includes participating in the Green Office Program by the Pollution Control Department, reinforcing its commitment to environmentally friendly business practices. This initiative strengthens the company's reputation and adds value for all stakeholders.

Legal Case Resolution, regarding the ongoing lawsuit, the court of first instance ruled in favor of the company, dismissing the plaintiff's case in September 2024. The plaintiff has

since filed an appeal, and the company is preparing a counter-appeal to contest the case. Management remains confident that the appellate court will uphold the original ruling.

Addressing the “CB” Marking, the company was marked “CB” by the stock exchange due to three consecutive years of net losses and shareholders' equity being lower than the paid-up registered capital for the fiscal year 2024. In response, the company is implementing a strategic marketing plan aligned with organizational goals to drive growth and enhance competitiveness, ultimately restoring profitability. The key initiatives include:

- 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.
- Premium Quality, Best Price!, the company is dedicated to providing premium-quality services at competitive prices, leveraging:
  - Fresh Creative Ideas – Delivering innovative and distinctive ideas tailored to client needs.
  - World-Class Production – Ensuring high-quality execution with cutting-edge technology and modern event management.
  - Professional Experience – Utilizing a highly experienced and skilled team to maximize client satisfaction.
- Industry-Wide Services to mitigate risks associated with reliance on a single industry and to balance business opportunities across both public and private sector clients. The company has long-standing relationships with top national and global organizations, some of whom have been clients for over a decade.
- Comprehensive Marketing Strategies to drive sustainable business growth, including:
  - Expand the Sales Team – Strengthening and growing the sales force to reach new customers, penetrate diverse target markets, and increase revenue.

- New Projects focusing on Events & Entertainment – Developing innovative projects aligned with market trends to enhance competitiveness.
- New Partnerships or Joint Ventures – Exploring collaboration and investment opportunities with potential partners to expand service capabilities.
- Overseas Market Expansion – Extending the company’s presence internationally to offer globally competitive services and unlock new growth opportunities.

With these growth and expansion strategies, the company is on track to achieve revenue targets of 1.4–1.6 billion THB and return to profitability in the future.

Please be informed accordingly.

Yours sincerely,

Mr.Kitisak Jumpathippong  
Chief Executive Officer  
CMO Public Company Limited