



ANNUAL REPORT 2018 • CMO PUBLIC COMPANY LIMITED

PASSION DRIVES US

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CMO Plc.

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Message from Mr. Sermkhun Kunawong, Chief Executive Officer CMO Public Company Limited

Dear all shareholders and clients,

2018 was another fine year of event business. Overall, the business was growing particularly in the entertainment sector such as concerts, parties, and various showbiz including marketing events. It was clearly seen from the organization of varieties of big expos all year round as Money Expo, House and Condo Expos as well as launch events of new products such as cosmetics and skin care, real estate, vehicles, etc. Last year, the Company took part in creating a lot of big events. The greatest event was the opening of ICONSIAM by the end of the year. ICONSIM is the mega city project of futurist living, an iconic landmark of Thailand's eternal prosperity on the Chao Phraya River, occupying over 750,000 sq.m. space. The activities and performances were the best of Thailand and of the world, and most spectacular as never before. From the fullest effort corresponding to the growth of event industry coupled with good capital management made 2018 yield satisfactory performance.

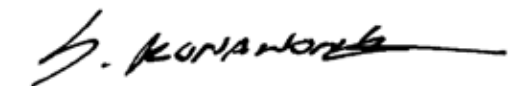
The key factor of the Company's accomplishments was the creative power. Creativity is what we believe in as the origin of our business. Every work procedure has been scrutinized from boundaryless creative thinking. Accordingly, it can be said that creativity is the driving force of CMO. It is in consonance with the Company's CMO: Creative Management Organization. That is, the organization of creative management. Therefore, we build the working office atmosphere differently from others' in order to stimulate creative power. We let all staff work as "Work Live Play" which is work as play as not having to work. When they are relaxed, the creative work will spontaneously be generated.

As for 2019, our goal is to remain the leader of event business as number one agency of the country by keeping the existing client base and developing new businesses in harmony with trends that respond more to life style of new generation. The Company has launched new business: "CM Digital" to provide services on Digital Solutions and Data Management for all types of events. Its operation covers organization of conferences, exhibitions including museum and learning centers by bringing digital technology to create new dimensions to event organization and experiences for

clients, both governmental and private sectors. All these will correspond with current digital trends as Cloud Technology, Big Data and Internet of Things. The connection of Internet to several devices to enable data receiving-transmitting so as to control or take data from those devices to make analyses for different usage formats. The services of CM Digital include Varp Event providing registration system for game application to provide enjoyable participation in activities of the events, conferences. Different formats of technologies will be adapted to appropriate sizes and types of the events, to facilitate and impress the participants. In addition, the organizers or brand owners can use the data for evaluation as well.

Furthermore, the Company also emphasizes on domestic expansion and the extension of business for income stabilization including continuously identifying business alliances to support business expansion of the Company. At the same time, it will be the year of realizing foreign marketing which we still emphasize on CLMV countries (Cambodia, Laos, Myanmar and Vietnam). Consequently, we commenced 2019 with the lead event "The 1st Yangon International Motor Show 2019". It was the first motor show of Myanmar that PM Center, our subsidiary was entrusted by Grand Prix International PCL. as official contractor of visual, light and sound systems, and truss structure. Moreover, PM Center also supervised light and sound systems of the opening ceremony, and visual, light and sound systems and truss structure of BMW and Scania Booths.

Lastly, I, on behalf of the Executive Committee and all staff, wish to thank you, our clients, business alliances and shareholders who support and trust our business operation and always be parts of the Company's success. I wish also to thank staff of all sections who dedicate to the fullest extent in their works. I wish to request all of you to be confident that I and the Executive Committee will collaboratively operate under good governance and Company's policy to lead CMO to an outstanding position in ASEAN market and to build endless reputation as the market leader.



Mr. Sermkhun Kunawong
Chief Executive Officer

Message from Ms. Anusara Chittmittrapap, Chairperson of the Board of Directors CMO Public Company Limited

Dear all shareholders and clients,

2018 was another year of good success. The Company operated by following the strategy on keeping the position of leader in event business as number one agency of the country. Under the concept of 360° Experience Creator, CMO is the creator of experiences via full communication with endless creativity. In the past year, the Company still had performance at satisfactory level as well as consecutive investment plans for business development. In so doing, it is to emphasize that the Company does not only work on event management, but also has the capability in managing other businesses that grow as well. In addition, with over 30 years of professional experiences, CMO realizes that unceasing self-development to keep up with changes is a must.

As a result of working to the fullest capability in harmony with the growth of event industry coupled with good capital management made 2018 yield satisfactory performance. The Company earned a total revenue of 1,449.10 million Baht which equaled 86.86 million Baht or 6.38% increase, comparing with last year's. Moreover, the Company has policy on making a high yield for shareholders consistently. This is considered a major mission that the Company shall pay dividend to shareholders regularly.

For 2019, the Company still move forward in running business consecutively. The Company will extend the scope of business emphasizing on domestic expansion that shall generate stable income including identifying business alliances to support the business expansion of the Company continuously. Furthermore, the Company has launched new business: CM Digital to support the growing online world that plays more and more role in daily living of people. Simultaneously, it will be the year of more prominent foreign marketing that the emphasis is still on CLMV countries (Cambodia, Laos, Myanmar and Vietnam).

Lastly, on behalf of the Board of Directors, I wish to thank Executive Committee and all staff who concentrated and dedicated to keep and expand the Company's base continuously, and all shareholders and clients who support and trust in business operation of the Company, and always be parts of the Company's success. I wish to request all of you to be confident that the Company shall operate prudently, cautiously and adhere to Code of Ethics to improve the quality consecutively for ultimate benefit of all concerned.



Ms. Anusara Chittmittrapap,
Chairperson of the Board of Directors

Board of Directors



Miss Anusra Chittmittrapap

- Chairman of the board
- Audit Committee
- Independent Director



Mr. Sermkhun Kunawong

- Director
- Chief Executive Officer



Mr. Anant Gatepithaya

- Director
- Chairman of the Audit Committee
- Independent Director



Mr. Netipong Wichitwechkarn

- Director
- Audit Committee
- Independent Director



Mr. Chalay Kunawong

- Director



Mr. Upathum Nisitsukcharoen

- Director

Management Team

As at February 2018



Mr. Sermkhun Kunawong
Chief Executive Officer



Miss Piyamart Yongsirichaisakul
Chief Financial Officer



Ms. Jutiporn Mingwanrungrueng
Managing Director



**Miss Wanna Issarangkul
Na Ayutaya**
Managing Director



Mr. Mongkol Silthumpitug
Managing Director



Miss Thanaporn Phetluan
Managing Director



Miss Chanasa Dermsombull
Managing Director

Financial Highlight

Summary of the Company and Consolidated financial Highlight

(Unit Thousand Baht)

	Consolidated				The Company			
	2015	2016	2017	2018	2015	2016	2017	2018
Income Statement:								
Revenue from service	1,357,653	1,199,653	1,362,237	1,449,095	648,718	637,646	575,561	626,784
Total revenue	1,365,914	1,404,291	1,376,442	1,458,245	665,690	720,250	627,048	667,089
Cost of service	1,068,010	998,015	1,043,273	1,100,353	542,715	551,582	443,397	477,336
Gross profit	289,643	201,638	318,964	348,742	106,003	86,064	132,164	149,448
Selling and administrative expenses	210,012	205,901	205,214	211,079	107,847	111,727	110,191	152,495
Interest expenses	34,442	27,992	25,397	24,279	16,100	14,140	14,073	13,034
Tax expense	18,533	1,585	22,725	26,825	1,512	736	6,691	14,549
Net profit (loss)	34,237	(32,040)	43,573	64,958	(2,484)	42,065	52,696	9,675
Balance Sheet:								
Current asses	336,328	324,104	406,663	395,196	276,499	318,965	312,559	318,803
Total assets	1,172,551	1,180,546	1,180,335	1,156,922	660,233	744,085	733,452	707,599
Current liabilities	543,266	534,025	561,219	519,139	358,807	329,846	314,272	309,654
Total liabilities	730,913	725,737	712,835	656,859	403,966	374,134	345,292	335,310
Shareholders' equity	441,638	454,809	467,500	500,063	256,267	369,951	388,160	372,289
Issued and paid-up share capital	194,333	255,463	255,463	255,463	194,333	255,463	255,463	255,463
Financial Ratios:								
Gross profit margin (%)	21.33%	16.81%	23.41%	24.07%	16.34%	13.50%	22.96%	23.84%
Operating profit margin (%)	6.47%	0.78%	9.39%	10.13%	2.33%	8.93%	12.76%	5.94%
Net profit margin (%)	2.52%	-2.67%	3.20%	4.48%	-0.38%	6.60%	9.16%	1.54%
Return on equity (%)	7.75%	-7.04%	9.32%	12.99%	-0.97%	11.37%	13.58%	2.60%
Earning (loss) per share	0.14	(0.18)	0.14	0.21	(0.01)	0.17	0.21	0.04
Liquidity ratio (time)	0.62	0.61	0.72	0.76	0.77	0.97	0.99	1.03
Debt to equity ratio (time)	1.66	1.60	1.52	1.31	1.58	1.01	0.89	0.90

Summary of Financial Ratio

	Unit	Consolidated				The Company			
		2015	2016	2017	2018	2015	2016	2017	2018
Liquidity ratio:									
Liquidity ratio	times	0.62	0.61	0.72	0.76	0.77	0.97	0.99	1.03
Account receivable turnover	times	4.51	4.22	4.21	4.14	3.42	3.41	3.33	4.08
Average collection period	days	80.95	86.54	86.60	88.19	106.82	106.97	109.58	89.52
Account payable turnover	times	9.42	8.56	8.55	9.26	6.14	5.86	5.28	6.23
Average payment period	days	38.74	42.65	42.68	39.43	59.48	62.25	69.17	58.61
Profitability ratio:									
Gross profit margin	(%)	21.33%	16.81%	23.41%	24.07%	16.34%	13.50%	22.96%	23.84%
Operating profit margin	(%)	6.47%	0.78%	9.39%	10.13%	2.33%	8.93%	12.76%	5.94%
Net profit margin	(%)	2.52%	-2.67%	3.20%	4.48%	-0.38%	6.60%	9.16%	1.54%
Return on equity	(%)	7.75%	-7.04%	9.32%	12.99%	-0.97%	11.37%	13.58%	2.60%
Efficiency ratio:									
Return on asset	(%)	2.92%	-2.71%	3.69%	5.61%	-0.38%	5.65%	7.18%	1.37%
Total asset turnover	times	1.16	1.02	1.15	1.25	0.98	0.86	0.78	0.89
Financial ratio:									
Debt to equity	times	1.66	1.60	1.52	1.31	1.58	1.01	0.89	0.90
Interest coverage ratio	times	2.55	0.33	5.04	6.05	0.94	4.03	5.22	2.86
Earning (loss) per share	baht	0.139	(0.180)	0.140	0.210	(0.013)	0.170	0.210	0.04



POLICY AND BUSINESS STRUCTURE

1.1 Vision & Mission

Vision

“CMO Is ASEAN leading experience communication creator with world’s class craftsmanship”

Mission

“We, CMO, generate impactful experience through holistic communication with infinite creativity to be your trusted solution”

1.2 The History and Important Changes

CMO Public Company Limited is founded in June 5, 1991 by the lead of Mr. Sermkhun Kunawong and Mrs. Suree Khunawong. The company is running the business for Event Management; Public Event, Meeting, Incentive, Convention & Exhibition (MICE), Exhibition & Trade Show and Marketing & Promotion. The company’s capital for the first registration was amounted Baht 1 million and the business started with only 4 employees. The history and important movements of the Company Group is presented briefly as followed;



New Mazda 2 Launch
by CMO

The History and Significant Movements of the Company Group

Mr. Sermkhun Kunawong is a founder of The Eyes Co., Ltd. The company was the first one among others. It provides a service for multimedia and multi-vision. At that time "The Eyes" was one of the biggest multimedia manufacturers in Thailand.

1986

1990

Presentation Media Supplies Co., Ltd. (now it is P.M. Center Co., Ltd.) was established to provide Equipment Rental Service for performances and presentation of The Eyes Co., Ltd.

1991

C.M. Organizer Co., Ltd. was established to provide an Event Management Service. The company was truly one of the pioneers in such business in Thailand.

2003

The Company Group had radically changed its funding structure and shareholding for a preparation to register in Market for Alternative Investment (or "MAI"). The registered capital was increased from Baht 8 million to Baht 59 million and Baht 150 million respectively. In addition, the shareholding structure was also changed in which the company held the shares of "PM" and "The Eyes" for 99.997% and 99.84% respectively. S.Cubic Co., Ltd. became the large shareholder of the Company Group. C.M. Organizer Co., Ltd. was transformed into a public company limited and renamed "C.M. Organizer Public Company Limited"

2004

PM Center's capital structure has radically changed from Baht 39.90 Million to Baht 135 Million of paid up capital which CM Organizer held the shares of "PM" for 99.99% and increased capital paid for the Eyes from Baht 5 Million to Baht15 Million which held the shares of "the eyes" for 99.95%

The Company has expanded a new business in line of Utility Service Provider by held the share of Exposition Technology Company Limited for 40%. Moreover, CMO Group has a great successful of Thai Pavilion to stand up front of 102 countries with Silver Award in Theme and Conception from Bureau International des Expositions : BIE in World Water Exposition 2008 " Expo Zaragoza 2008", Zaragoza, Spain

2008

2011

The Company had change company name to "CMO Public Company Limited" To prepare for an explanation to new business and new market both in bound and out bound, AEC market.

2014

CMO Group moved to "Bangkok Creative Playground". This is the great synergy of people and potential of business to be recognize in wide range of clients, partner and suppliers

2015

The Company has expanded the investment for opening the new subsidiaries, Muse Corporation Co.,Ltd provides music and entertainment services and also open "Imaginia Playland" in August which is the interactive playland for children. Furthermore, the company has new business partners, CMO SHOW CORPLTD. which created and organized a contemporary cultural show "Himmapan Avatar" that the company held the shares 70% and 50% respectively.

2016

The Company has paid-up capital to 255,462,733 baht by offering to the existing shareholders.

2017

The company has established the Imaginia Playland Department, which has been transformed into the Imaginia Co.,Ltd with 10 million Baht capital. Besides, the company plans to expand this business by establishing more branches in Asia.

2018

CM Digital" is a new business unit in CMO, for support digital solutions and data managemnet services such as registration system in seminars and events with verious technologies.

1.3 Organizational and ownership structure

The company has a policy to invest in core business involved in event management and its other connected business by considering their potentiality. By assigning a representative to be a director or management executive of the subsidiary and associated companies, the company can manage, control and be confident that the target will be achieved.

The following diagram displays our current organizational and ownership structure as of 31 December 2018.



Sephora Central Bangna Store Opening
by MUSE Corporation



COMPANY AND SUBSIDIARY'S REVENUE STRUCTURE

2.1 Revenue Structure

The revenue and customer structure of the group in 2015 – 2018 has been declared separately as following :

Group of Company Revenue divide by Company Business Type

Type of Revenue	2015		2016		2017		2018	
	Amount	%	Amount	%	Amount	%	Amount	%
	(MB)		(MB)		(MB)		(MB)	
Revenue from event management business	665.6	49.03%	709.38	59.13%	679.854	49.91%	793.70	54.77%
Revenue from equipment rental business	669.08	49.28%	471.97	39.34%	637.965	46.83%	597.45	41.23%
Revenue from presentation media								
production business	19.18	1.41%	18.3	1.53%	22.63	1.66%	30.82	2.13%
Revenue from online marketing	3.79	0.28%	-	-	-	-	-	-
Revenue from amusement park	-	-	-	-	21.79	1.60%	27.12	1.87%
Total	1357.65	100%	1,199.65	100%	1,362.24	100%	1,449.09	100%

Separated Company Revenue divide by Customer Type

Type of Revenue	2015		2016		2017		2018	
	Amount	%	Amount	%	Amount	%	Amount	%
	(MB)		(MB)		(MB)		(MB)	
CMO Public Company Limited								
• Revenue from government	98.97	14.87%	151.82	21.08%	146.06	23.29%	45.38	6.80%
• Revenue from private sector	549.76	82.58%	485.82	67.45%	429.50	68.50%	581.40	87.16%
• Other revenue	16.97	2.55%	82.60	11.47%	51.49	8.21%	40.30	6.04%
Total	665.70	100%	720.24	100%	627.05	100%	667.08	100%



BOYdKO50th #1 Rhythm & Boyd The Concert
Lighting, LED & Special Effect
operated by PM Center

Separated Company Revenue divide by Business Service Unite

Company revenue	2015		2016		2017		2018	
	Amount (MB)	%	Amount (MB)	%	Amount (MB)	%	Amount (MB)	%
CMO Public Company Limited								
- Revenue from corporate marketing events	316.70	47.57%	264.08	36.67%	233.23	37.19%	399.64	59.91%
- Revenue from public event	77.27	11.61%	63.72	8.85%	39.54	6.31%	47.51	7.12%
- Revenue from trade show and exhibition	216.64	32.54%	186.69	25.92%	145.34	23.18%	106.17	15.92%
- Revenue from MICE	0.00	0.00%	4.96	0.69%	9.22	1.47%	0.00	0.00%
- Revenue from event management function	18.12	2.72%	24.99	3.47%	20.49	3.27%	20.37	3.05%
- Revenue from design & construction of Museum	0.00	0.00%	58.97	8.19%	124.22	19.81%	53.08	7.96%
- Revenue from amusement	20.00	3.01%	34.23	4.75%	3.52	0.56%	0.00	0.00%
- Other revenue	16.97	2.55%	82.60	11.46%	51.49	8.21%	40.31	6.04%
Total	665.70	100%	720.24	100%	627.05	100%	667.08	100%

2.2.1 Corporate Marketing Event and Exhibition by CMO Public Company Limited (CMO)

The company is running the business for Event Management and operations related to the core business such as creative management with a focus on quality work and meet the needs of customers. The company's customer can be divided into two major groups, government sector and private sector who want to boost their sales and marketing to promote their image.

Core business of the company has four majors' activities;

1. Corporate Marketing & Event
2. Museum & Exhibition
3. National & Public Event
4. Meeting, incentive, Convention & Exhibition: MICE

2.2 Business of the Company and its subsidiaries

Business of CMO Group can be divided into 8 categories as below ;

1. Corporate Marketing Event and Exhibition
2. Event Equipment Rental Service
3. Multimedia Presentation Service
4. Utilities Service Provider
5. Services on Tourist Attractions
6. Private Life Style Event Service
7. Concert with Light & Sound Show Concert
8. Playland

Ford Ranger Raptor launch by CMO





Launching new Kubota Diesel Engine at Cambodia by CMO

(1) Products and services

1. Corporate Marketing Event (CME)

The business unit responsible for creative and marketing promotion management to create brand awareness among the Private sector

There are many business units responsible for providing advice, creative work, and organizing event activities for clients in private sector. These business units are known among the clients under the name of Corporate Marketing Event Business Unit (CME). All CME's business units are able to create and organize the event activities in response to each objective of the customer needs with comparable quality. They are self-managed unit so that they can respond to customer's need on time.

The work of CME business units involves the creation of event activities for clients in order to create widely marketing awareness with distinctive characteristics and creativity. These units attempt to create experience for the clients' target group in order to bring out positive emotion and brand recall. They must also continuously emphasize and enhance the image created by the clients among the brand and target group. The events must be utilized to bring about maximum effectiveness and efficiency to the clients' products and services. As a result, brand experience is established in the customer mind in the forms of liking, preference, desire, and needs to possess, which will finally lead to the purchase decision, increasing sales value, and brand loyalty.

The professionalism of CME business units can create confidence on the foundation of over 20 years, as well as the strength in their production skills, expertise in presentation, and ability to create modern work to be able to reach the target groups.

These achievements can be reflected from the famous and successful performance in the year 2018 as follows:

- Raptor Launch
- Home Pro Expo #27-28
- Home Pro Fair
- Mazda ASEAN Design Forum 2018
- Suzuki Press Conference
- Michelin Vanilla
- MiA2 Series and Mi8 Launch
- MI E7S Launch
- Perfect Wow Desls
- Compact SUV "New Mazda Cx-3 2018 Collection" Launch
- Cloud Business Service

2. Museum and Exhibition Management

Exhibition fair both permanent and temporary are the marketing communication tools by convey difference purpose depends on project's objective. Team's accountability is set the efficiency communication process to client and audience from our expertise via communication strategy, interior and exterior design, display technology such as "Ghost Effect" or Hologram, Panorama Screen technique and Special Effect Dome.

The exhibition can divide into 2 types.

1. Education exhibition, this purpose is stimulating the audiences learning about knowledge and progress of them. Moreover, the exhibition expects to increase vision and attitude of audiences and being apply in daily life
2. Trade exhibition, this purpose is share information and introduce exhibitor's product in the same time.

For Museum, it is permanent exhibition which design in many aspects such as concept, theme, interior and exterior. The designer has to set all of aspect to harmonize with museum's objective.

The museum and exhibition management of the company in the year 2018 as follow :

- Khanom Learning Center
- SKII Booth at Siam Paragon, Central Ladprao, Central Pinklao, Central World, Central Rama9, The Mall Bangkok
- Grand Opening EXIM Bank Lao
- Thai Life Insurance @Thailand Smart Money 2018
- Perfect Wow Deals
- BANDAI NAMCO Entertainment Booth at Thailand Game Show Big Festival 2018
- TRUE Booth at Thailand Digital BIG Bang 2018
- Rebranding Muanchon Coffee and Opening Brand Presenter
- Preperty Perfect Condo of the year 2018
- BKI @Money Expo 2018
- Business Opportunity Zone @Amway Expo 2018
- Bangkok finTech Fair 2018



The Celebration of MEGA FoodWalk Opening by CMO

3. National & Public Event

The Public event is set for the campaign of each client which has special campaign in their product. Companies' clients are both private sectors and government departments or ministry. The kind of this event will set in a short time period and need participation of people. Normally, the National or Public Event will set for a special occasion or annually. The event is combined by a lot of activities, varieties of theme and product.

Beside the National and Public Event, company is also create event in style of sponsor event which own by company and get sponsor from other company that wish to joint. The entertainment event of the company aims to combine entertainment with the image of customer brand. For entertainment event, the company has the policy to create own event reflecting in outstanding and unique to satisfy customer and sponsor. These achievements can be reflected from the famous and successful performance in the year 2018 as follows:

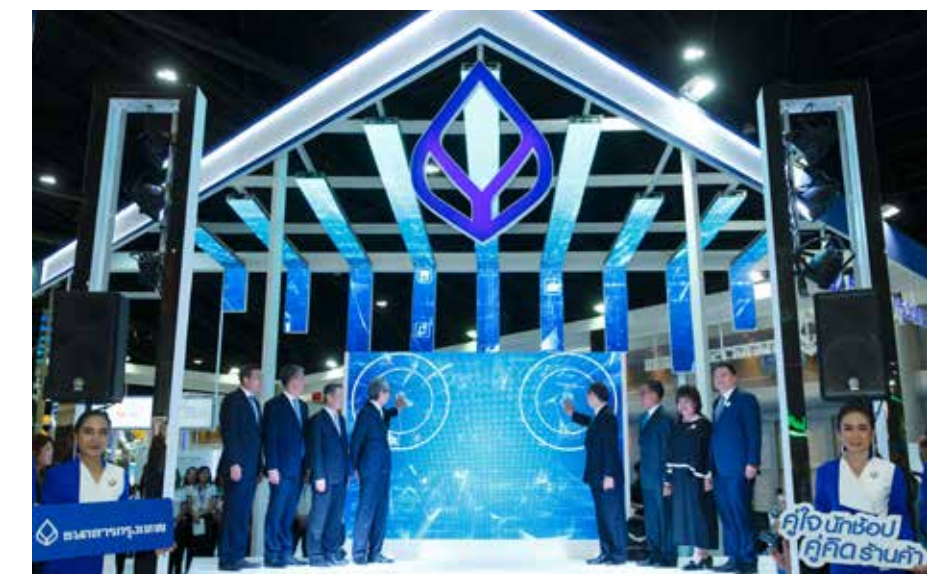
- ICON SIAM Grand Opening
- Booth Countdown LED Siam Paragon
- P.E.S Games Championship 2017
- MEGA Countdown 2019
- Mega Food Fun Fin 2018
- Jurassic Expo 2018 : Save The Dinaosuar
- ThaiFex World Food Asia 2018
- Samsung Studio Galaxy at Parc Paragon
- Suzuki Booth in Motorshow 2018

4. Meeting, Incentive, Convention, Exhibition Business Unit (MICE)

The Company is confident in presenting the service through its MICE business unit with Full-functional Service. The operation of this business unit mostly involves with foreigners. The task deals with the organizing of seminars among foreigners, as well as taking care of participants during their stay in Thailand. The events can be ranged from the seminars held within a few conference rooms to the world-class seminars joined by several thousand participants. Therefore, the provision of the MICE team's full- functional service covers reception, journeys, accommodation, travels during the stay in Thailand, as well as organizing the meetings, venue maintenance, registration, and all the details related to the conferences.

Competence personnel, clarity of working, and World-class Management are considered significant factors in administrating the MICE team. Additionally, being the leader of the MICE business together with competitive advantage obtained from the affiliated companies, the Company's MICE team is equipped with instrument, technology, and potential that is sufficient to fully accommodate the business opportunities. The successful performance in the year 2018 as follows:

- Amway Recognition Day 2017-201
- 16th Anniversary of Join & Coin and 19th MDP Award
- Thailand Domestic Mice Mart 2018
- Grundfos 25th Anniversary Celebration
- SCB SME New Year Staff Party 2018
- LINE TB 2018
- Mazda Dealer Conference
- MThai Top Talk about 2018
- The Spirit of Enterprise (SOE) Award 2018
- MOU ceremony of Property Perfect and Hongkong Land
- Property Perfect and Sekisui Cemical (JapanX Press conference
- Minor 50th Anniversary
- Meet & Greet with Shay Given



Bangkok Bank's pavilion at Money Expo 2018 by CMO



Samsung Stuido Galaxy
at Parc Paragon
by CMO

(2) Marketing and competition situation

A. Marketing policy

- **Marketing strategy**

The Company has marketing strategy that stresses on quality and full-function services for different types of businesses. The followings are the key marketing strategies:

1. Provision of full-function quality services

After all this time, the Company emphasizes on provision of services for organizing events of various formats for both governmental and private sectors of quality and full-function nature. The Company's working teams work closely together with our clients from the beginning to truly understand the objective and needs of our clients. The Company will set attractive formats of show activities, create presentation formats and feasibility of event organizing including finding event venues, provision of equipment, performance supporting teams as well as arranging for other activities which are harmonious and suitable with the objectives of the events. Thus, the Company applies quality control to every single procedure in order to prevent mistakes and to create the events that meet the objectives of clients. Consequently, the Company earned well acceptance and trust from clients. The activities organized by the Company are novel and convey the concepts presented according to the needs of clients.

Furthermore, to make the events of clients accessible to the target group more efficiently, PR service is added to communicate, build image and release news of clients' events. This is an added value to organizing the clients' events that makes clients satisfy in the overall services of the Company, and also make the Company capable of supporting and organizing all forms of events. Therefore, the Company established subsidiaries under CMO Group to support work within the Group. The operation of the subsidiaries includes complete services ranging from light, color and sound equipment for all kinds of shows, production of special effect, VDOs, and multimedia for activities and advertisement, building of stage structure, electric system, water system, air pump and media cable wiring. Thus, make CMO Group capable of providing real full-function services.

2. Provision of services covering diverse events

Company provides event management that covers 4 kinds of businesses:

1. Corporate Marketing & Event
2. Museum & Exhibition
3. National & Public Event
4. Meeting, Incentive, Convention & Exhibition: MICE

The Company is regarded as a leading operator in event management of all such 4 kinds of event. As a result, the Company has market opportunities in event managements covering all kinds of events.

As the Company places importance on account management and customer service, therefore, the Company adds a policy on long-term account management system. Such system is beneficial to both the Company and clients by increasing well the revenue stability and reliability of clients in professional personnel. This is because, the system covers the mode of operation from keeping good relationship, servicing clients by proficient personnel including strict non-disclosure of marketing secrets of each client which is the persistent crucial principle practice..

3. Develop work system to international efficiency standard

In addition to the policy on full function service strategy, all services must be of international standard which is widely accepted. This is a very importance issue that is emphasized by the Company. As the organization of each event or activity involves vast number of people, if the operation does not follow strictly the regulation and standard, there will be chaos or carelessness that will bring about damages and danger in many aspects.

Therefore, the Company places major concern on proper and prudent work regulation, and safety awareness such as when a huge structure for an event is required, the construction design must be verified by engineer, security staff stationed at various points during event preparation, a third party insurance, etc.

4. Placing importance on corporate human resource

The Company is always aware that all levels of corporate personnel are the important machinery that make the Company successful in business operation continuously. As event management business is a business that requires knowledge, ability, experiences, creativity and cooperation of staff from various teams. To organize activities successfully as targeted, the Company emphasizes on training and development of personnel by training on application of computerized programs for designing and creating media, and on the use of presentation tools including sending staff for study visits both in-country and abroad. This is to equip staff with innovative techniques to adapt to creative work for clients. Moreover, the Company also stresses on building good internal corporate relationship by organizing activities to unite staff together leading to the same operational direction, cooperation and coordination to achieve the set goals,

- **Policy and pricing**

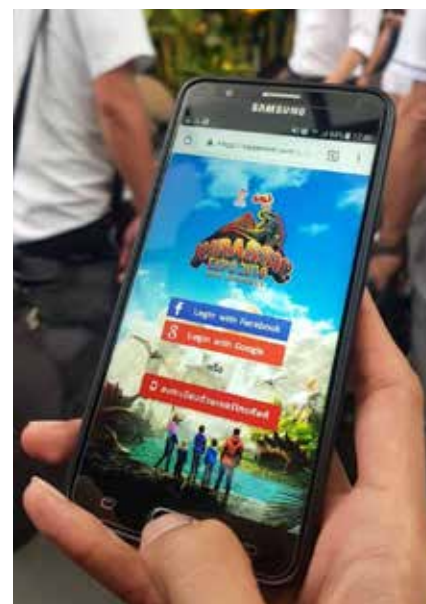
The pricing for event management of each event is set by production cost which comprises of production cost, production control management fee and presentation control fee plus profit margin at a proper rate depending on the nature of event, how creative and innovative it is including how complex the production is.

- **Clients and target groups**

The Company focuses on clients who are the owners of goods or products that needs promotional marketing events or PR for their own products to boost sales volume in addition to advertisement via general media or governmental or private sectors that need to promote good images for the organization including the events of learning center. The product owners or organizations may specify the formats of activities themselves and then hire the Company to implement or ask the Company to present the activity plans. The Company classifies clients into 4 categories as follows:

1. State enterprises and governmental agencies

As governmental sector has a policy to promote industrial investment that has constant growth potential, so governmental sector acts as representative in organizing activities to give knowledge, understanding or marketing activities to promote various industries such as tourism industry, and event management industry, etc. Governmental agencies that are responsible for promotion of such business are Tourism Authority of Thailand, Thailand Convention & Exhibition Bureau (TCEB) and governmental offices in respective tourism provinces, etc. Furthermore, a lot of governmental agencies organize PR activities in different formats. The activities of which are in line with the duties of those governmental agencies in order to promote concerned activities.



Mobile Web App for Jurassic Expo 2018 at MEGA Bangna by CMO

2. Private business group

Private business group mostly prefers the use of events simultaneously with other marketing communication media. However, the budget spent and frequency of events are varied depending on size of business and competition in particular industries. The business industries that use event management service more frequently with high budget usually are the business of high competition and rapid change of consumer behavior or technology or services that high speed is required such as telecommunication and information technology of which the growth rate and market competition are high. Automotive business industry with constant growth potential and consumer goods business such as food business, cosmetics business, electric appliances and other equipment regarding daily living place importance on marketing activities. Sales promotion and PR to build perception of consumers and target group, including new businesses doing marketing in Thailand, then marketing activities are highly essential in creating direct consumers' perception.

3. Media agency group

Media agencies are considered important clients of the Company. Due to the fact that only a few firms are capable of providing full services on event management and advertisement, therefore most media agencies need services of event management providers to create perfect experiences according to the objectives of clients in addition to the planning for marketing strategy.

4. Clients from ASEAN Countries

As the Company foreseen the business opportunities from the opening of ASEAN Community, the Company then sets work plan to support this new group of clients continuously. From the past performance, the Company had the opportunities to provide services to 3 kinds of ASEAN related clients as follows:

- 1) Thai or foreign private companies based in Thailand that have investment plans in ASEAN.
- 2) Private companies in ASEAN region such as countries in CLMV group.
- 3) Governmental Sector of countries in ASEAN region.

All this time, the Company has had the opportunities to provide event management services to current and new clients constantly by the following procedure:

1. Presentation of performance for client's selection

The Company's operation team will keep track of clients' marketing movement or is contacted by clients to present events of clients from state Enterprises, government and private sectors. When the Company receives information from clients, the Company will prepare work plan according to the clients' objectives of the events, then presents events for clients' selection. If the Company is selected as service provider, the production team of the Company will coordinate with clients to implement further procedure.

2. Good customer relationship

Following the marketing policy that focuses on creating quality events to satisfy clients, the Company can build and keep continued good relationship with clients. Clients who used to get services are therefore confident in quality and repeatedly use the Company's services. This is coupled with the Company's focus on clients with high growth potential, budget and PR plan that need to do marketing successively throughout the year, as a result the Company gains trust from clients continuously.

3.Recommendation from old clients

With over 30 years of experiences and provision of services which have been accepted well by clients both in quality and creative aspects plus innovative presentation concept but harmonized with clients' events. This is why many clients are confident in the quality of work of the Company and often recommend other clients to use the Company's services.

B. The competition situation in event management service

1. Competitive situation and strategy in event management service

The competitive situation in event management service is higher and higher everyday due to the fact that the organizing of marketing activities is widely accepted as a real access to consumers who get direct experiences. This makes marketing activities popular among most companies both for specific group and public in order to get more marketing outcome.

The entering into event management service business is not very difficult as the capital investment is not very high and personnel required is not a lot. Nowadays, business operation companies that provide event management service can be classified into 2 big categories which are: the companies that operate event management service as their main business, considered as the trade competitors of the Company, and companies that produce TV and entertainment programs relying on their strong points in having good reputation and media in hand to connect to event management business and bid for work to compete with direct operators, includes advertising and

PR agencies. Some agencies have internal units that function as event management service providers for their own clients which are considered as indirect competitors. However, with the growth and popularity of event management market, these indirect competitors pay more attention to event management business. In particular, the advertising agencies that turn to compete in event management market by establishing companies or units for event management for their clients seriously. Nevertheless, event management requires experiences, high operational expertise and a great number of working teams that make it necessary to use the services from companies with direct expertise.

Now in Thailand, there are a lot of operators conducting event management business but only 5-6 operators are big companies including the Company. The Company operates systematically, has stability, can provide quality services and is trusted by clients, catches many target groups both in governmental and private sectors. Each business has different skill and connection. If using total sales volume as a criterion to differentiate business size of the Company when comparing with competitors of direct event management service, it is considered that the Company's business scale is big.

Whether any event management company gets a job from a client or not depending on readiness and company's stability that can support the event. Moreover, the crucial point is the ability to produce quality work. The factors conducive to quality work are personnel particularly creative and production teams with creativity, expertise and experiences, ready supporting team, ability of each producer to allocate all compositions to produce work as required by clients within the set time and budget including strict management.

2. Competitive potentiality of the company

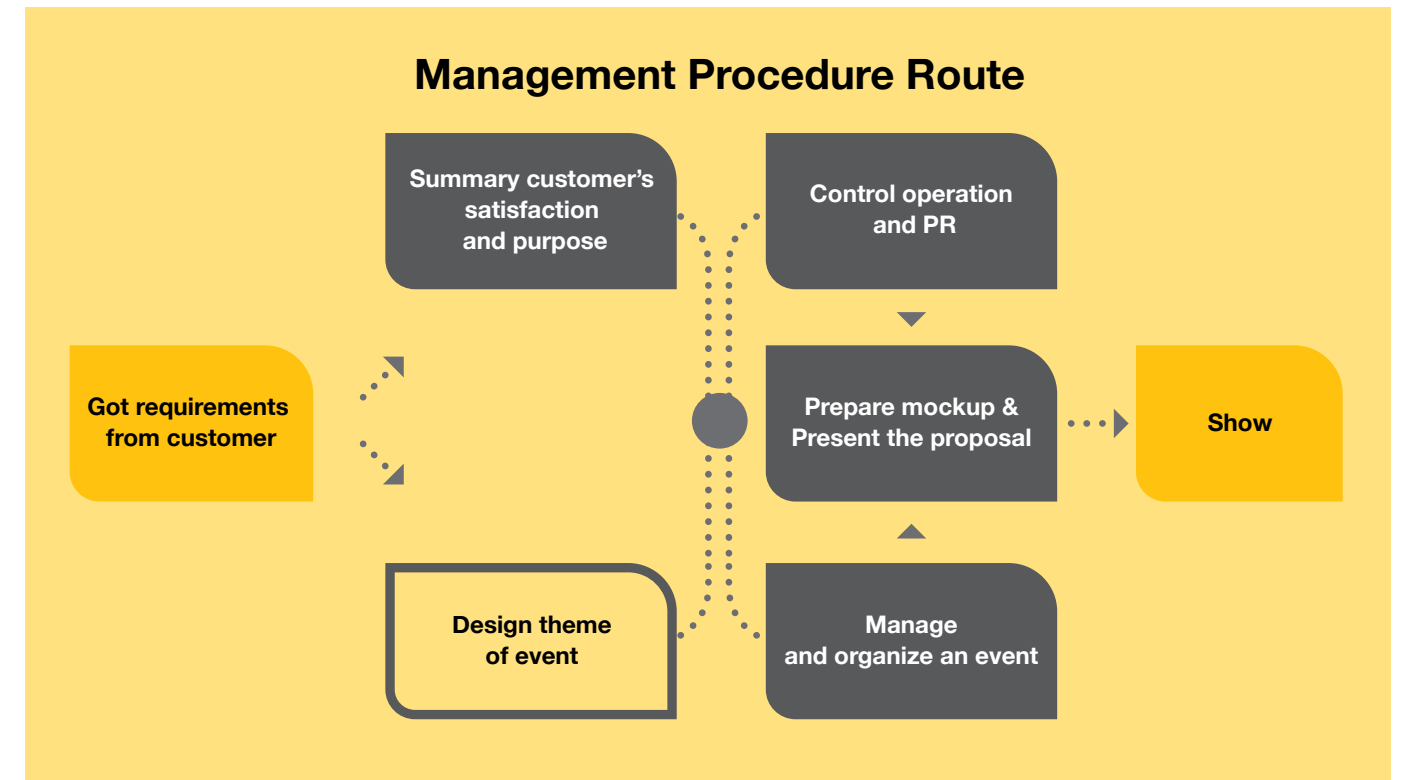
For the Company that has operated event management business for a long period of time, over 30 years, has produced quality events emphasizing on presentation of innovative activities stressing on creativity and quality control on every service procedure. All these make the performances of the Company well accepted as quality events by clients from both governmental and private sectors continually. Thus, plenty of clients use the Company's services continually which make the Company earn unceasingly revenue and grow even in time of economic crisis. When the GDP rate grew low, the expenditure on promotional marketing and PR activities was minus. In order to maintain the status as the leading company in the business and increase potentialities in growth and competitiveness, the Company positioned itself as a provider of turnkey event management services covering all kinds of show events by emphasizing on quality as the key principle. Now, the Company is accepted well by both Company's own clients and competitors as leading company in each category of event managements currently operated by the Company.

(3) Provision of products and services

The procedure in providing event management services can be divided as follows:

1. The procedure on providing event management services begins when being contacted by clients who are the owners of products and services. The clients will inform the Company the purpose of organizing the events: if it is promotional marketing activities, seminars for sales representatives either for their products or their services or the promotion of various aspects of their images. The Company will send working team to get clients' needs and objectives of the events including budget for the event organization according to the time, date and venue of appointment made by clients.
2. After that the Company will make an analysis for complete understanding of the clients' needs and objectives of the events. Then, a meeting of working teams consisting of strategic planning, creative and production, is held to brainstorm and set format, guideline and how to present the proposal including the initial cost estimate. The work at this stage is to ensure that the concept and format of events re correct according to the needs of clients and within the financial limit as set by clients.
3. Preparation for readiness to organize events equipment and media for presentation, production control and PR of the events.
 - 3.1 Readiness preparation for equipment and media for presentation: Production Team will take action in preparing equipment required such as communication tools used among working teams, electric, light, color and sound systems, special effects, presentation media, costumes for actors/actresses and master of the ceremony including stage props that are suitable for concepts and formats of the events.
 - 3.2 Production control and PR event: at this stage, the Company proceeds with production as well as checking and control quality of the events at all stages of production in order to ensure that the work produced have quality and is in accordance with the clients' objectives. During the production period, the Company will coordinate with the companies that are owners of the events and concerned agencies to make PR of the event to be known by target groups.

- 3.3 Designing of management and control of events: designing of management and control of events including the selection and training of staff for event organization. The recruitment, selection and training are jointly conducted by the Company and clients for supporting staff such as receptionists, waiters/waitresses, ticket inspectors including master of the ceremony and actors/actresses. The preparation and management of event venues starts from requesting of approval from concerned agencies for authorization as well as knowing the limitations of the site. The placement of equipment, tools at proper spots for application, making attractive stage and backdrop decoration, and allocating adequate space for attendants including space for traffic that provide access for attendants from one spot to the others conveniently and quickly including security measures simultaneously.
- 3.4 Proceed with event organization according to the set time, date and venue.





Singha Music presents Imagine Dragons
Evolve World Tour in Bangkok
LED system by PM Center



Katy Perry Witness The Tour 2018 Bangkok
LED system by PM Center
photo by BEC-Tero

2.2.2 Event equipment rentals Service (PM Center)

(1) Products and services

Event equipment rental service is operated under PM Center Co., Ltd (Abbreviation as PM). The company's service serves both organizer and agency that manage an event or performance.

PM is an all-in-one service supply thus PM serves the market by providing equipment rental service along with installation and technician service, as well as production consulting service.

Currently, PM's service is categorized by system in 4 categories as following;

- Image or visual system is inclusive of LED screen, LCD & DLP projector, projection screen, plasma display and Xenon slide projector; with this various equipment our service may serve in many type of event from still image display, motion picture display to 3D mapping on a building.
- Lighting system is inclusive of convention lighting, outdoor lighting, concert lighting and exhibition lighting.
- Audio system can serve meeting, conference, product launching event as well as light and sound show.
- Special effect includes the following equipment; laser machine, water screen, various kind and shape of fountain, confetti, paper blower and flame projector. Apart from the special effect equipment, PM also includes rooftop and truss system into this category.

(2) Marketing and competition situation

A. Business strategy

Business strategy in term of selling price, PM considers base on actual cost of labor, logistic plus market price of the equipment. However, the selling price of water screen and fountain are considering base on requirement, technique as well as actual cost.

B. The competition situation in event equipment rental service

In this recent years, there are newly open small-medium equipment supply company in the market; however, PM still keep its strength in the competitive market by being an all-in-one service company while other companies are still focus servicing only one category or system which cause PM is relatively competitive in medium-high market.

In order to keep the market share, PM believe one of the main key point is keeping the product update and ready for the market's trend. Since the technology of light and sound equipment keeps developing, PM also prioritizes to getting new products as well as training our technicians which is our strength in this business.

- Clients and target groups
 - Event Organizer
 - Government and private organization who organize their own event

(3) Provision of products and services

- a) Equipment : Purchasing new product is based on past record of frequency of selling plus rental record as well as trend in the market. In order to keep the product's quality, there is a professional team inspecting factory and checking quality of the product as per standard policy.
- b) Personnel : Recruiting and training staff is another important way to keep PM's service on standard in long term.

(4) Corporate social responsibility

Apart from recognizing the significant of keeping product update and in-trend, PM also takes responsibility to the society and nature by including the condition of environmental friendly's product and energy saving product in the standard policy.



Volleyball Women's Nations League 2018
LED, Lighting and Audio system by PM Center



60th Anniversary Isuzu
Interactive Wall by The Eyes

2.2.3 Multimedia Presentation Service (The Eyes Co., Ltd.)

(1) Products and services

The Eyes Company Limited (The Eyes) runs a one-stop service of video presentation, multimedia and interactive media production ranging from the first step of creative design and development, film or software production to the delivery step including software installation at any events. Our wide-range of multimedia are used for many purposes; video to be a corporate profile, multimedia and interactive media for marketing events, conference, exhibitions, and even museums.

Our 3 Core Services are:

- Multimedia : a presentation made by multi-media including video, images, graphic, light & sound to make client's products or services more attractive. These are usually used for marketing events, conferences, exhibitions and museums. Our multimedia includes multi-screen and panorama video, 3D mapping projection, hologram technic, magic display and 3D video.
- Video Presentation : We provide a one-stop service of video production from creative & script development, shooting production, computer graphic development, sound recording and mixing and video editing. Our types of video production ranges from corporate video, promotional video, product information video, TVC, short film to documentary.
- Interactive Media : This kind of media is used to coloring the events, exhibitions or museums to draw clients or participants' attractions as they can interact with the media to get into the details or information of the products and services by a more entertaining way. Our interactive media includes photo booth, interactive shadow, Kinect interactive program, multi-touch table, reactable, transparent display and augmented reality. Our service ranges from software creative design, graphic design and development and software programming that can be adjustable to clients' preferences.



(2) Marketing and competitiveness

A. Marketing policy

• Pricing policy

The eyes use a standard price setting policy to be competitive by marking up margin from the services cost.

- Clients and target groups
 - 1.1 Event organizers and advertising agencies
 - 1.2 Government sectors and private organizations

B. The competition situation in multimedia presentation service

The Eyes' strength is that we are one of a few one-stop service multimedia production houses in the multimedia presentation market and we also have professional teamwork to create a high-standard multimedia technic with reasonable price.

To continue being a leader in the market, The Eyes gives precedence to staff development. We send our staff to several beneficial training courses so that they can get up-to-date with the fast forward trending of technology.

Marketing Policy: We still focus on great service and professional works to continue being a leader in the market. Besides, we will not stop researching and developing new products to serve clients' needs. Online marketing is our main channel to publish our works and communicate with our clients.

(3) Provision of products and services

- a) Equipment for multimedia production : The Eyes provides tools and equipment for producing multimedia such as software programs for computer graphic development, video camera and other tools for video production.
- b) Personnal : The Eyes sets specific training course to staff to be proficient in using software programs, camera equipment, etc. they use for multimedia production.

(4) Corporate social responsibility

1. Green Office Building : The Eyes has concern about reducing use of energy to help the environment. Our new office building is designed to have a glass wall to help lower lighting use in daytime. The sensor lights are used on the corridors. And we also have a policy to turn off the electricity when not using it.
2. Recycle policy : Reduce the use of new paper, reuse paper, and reduce printing paper and use more of online document.

2.2.4 Utilities services provider (Exposition Technology)

(1) Products and services

Utility service is provided under the operation of Exposition Technology Co., Ltd. (or Expo Tech) which is a subsidiary that the Company is a shareholder holding 40% of the paid registered capital. Expo Tech is a provider of utility service systems such as electrical connecting system, water piping system, air duct system and signal wiring system that are essential to event organizing. Furthermore, Expo Tech is the official operator of utility service for the Challenger Hall of Muang Thong Thani.

(2) Marketing and Competition Situation

A. Marketing policy

- **Policy and pricing**

The pricing policy on utility service of Expo Tech is standardized and competitive with competitors in the market. It is set from costs of each service category plus appropriate profit or return.

- **Clients and target groups**

- Both governmental and private agencies that require public relations activities for their agencies and organize their events at the Challenger Hall of Mung Thong Thani.
- Event Organizers who do not have their own internal units or skillful subsidiaries in utility system.

B. The competition situation in Utilities services provider

Considering utility service providers for events of sales promotion or various events in Thailand, it is found that there are plenty operators. However, most operators are skillful only at 1 or 2 systems. There are only a few operators including Expo Tech who are capable of providing complete utility service. In particular, Expo Tech is a sole official operator for event organizers at the Challenger Hall of Muang Thong Thai. This give Expo tech advantage in dealing with other clients and creating perception of professional services to clients.

(3) Provision of products and services

- a) **Equipment** The Company has a policy on provision of quality products matching the requirements of clients with TISI Standard to build reliability of the Company for clients who use the service. All of the materials used are purchased directly from manufacturers or domestic sales agents or from agents who imported from abroad. Another policy of the Company is using environmental-concerned products, and reducing the use of energy by energy saving light bulbs.
- b) **Personnel** By the nature of the business, personnel is the crucial factor in business operation. In addition, the entering into the ASEAN Economics Community makes it necessary to develop personnel to international level both engineering and service providing aspects especially on communication skill. Language proficiency for communication is needed. Therefore, the Company has a policy to increase staff efficiency by training for better skill and expertise on both engineering and language.

(4) Corporate social responsibility

Nowadays, Exposition Technology Co., Ltd. deems the importance of reducing impact on environment, as a result LED bulbs are used instead. LED bulbs release almost none of heat so they reduce the energy utility of the Hall for air-conditioning. Air conditioners work less so the use of energy is saved indirectly. Fluorescence tubes have impact on environment as the tubes contain Mercury vapor while LED bulbs do not or have very little impact and longer life span of 50,000 – 100,000 hours and consume only 0.5 – 1 watt of electricity.

2.2.5 Services on Tourist Attractions

(1) Products and services

CMO Show Corp. was originated from the strength synergy of the two gigantic leading companies in entertainment solution of Thailand that are CMO Public Company Limited and Show DC Corp. While CMO Public Company Limited is the biggest leading company in ASEN in event creation, multi-media art and complete system of light, color and sound, Show DC Corp. is the operator of Show DC Tourist Destination Center. This Center is the new landmark in the center of Bangkok, located on the area of 150,000 sq.m on Chaturathit Road, Rama 9, the heart of Bangkok's new business area. It is the first and biggest show space of this kind in Thailand for creating the magnificent show under the name "Himmapan Avatar".

"Himmapan Avatar" is the show in the form of spectacular walk-through experience of the most complete integrated magnificent performance in ASEAN. The show will be ready to create the thrilling phenomenon within 2016. Combining the power of creativity with performing art and ultimate multi-media technologies, the show will bring about new dimensions of new experiences in viewing for the audience and tourists from around the world. Thus, will eventually help push forward the tourism and economy of Thailand.

(2) Marketing and competition situation

A. Marketing policy

- **Policy and Pricing**

The pricing policy of CMO Show Corporation Limited is competitive pricing. The admission fee to "Himmapan Avatar" will be appropriate and competitive with as well as equivalent to competitors of the same business category. Then, reasonable profit and return will be added.

- **Clients and Target Groups**

2.1 The Chinese tourists who visit Thailand either coming with group tours and on their own or FIT (Foreign Individual Tourism)

2.2 Thais and tourists from other Asian countries

B. The competitive situation in service on tourist attractions

When considering the operators of shows or tourist attraction business in Thailand, it is found that there are a lot of current operators. However, most operators have locations as stand-alone type (the space is for only that single show) or in the tourist towns in the provinces. While, Himmapan Avatar contains outstanding features which are the location and the landmark. The show space is located in the Show DC Mega Complex which is the new shopping and complete entertainment landmark for tourists on Chaturathit road, Rama 9, the center of new business area of Bangkok. It takes only 30-minute travel from Suvarnabhumi and Donmuang Airports. Moreover, it is easily accessible by multiple roads and rail transport systems, close to an Airport Rail Link station and connected to various expressways.

On the potential side, Show DC is the biggest space to accommodate tourists and the focal point of full range of goods and services. In addition, as Show DC is the first retailer in Thailand who designs all facilities to accommodate a great number of foreign tourists which will be beneficial to Himmapan Avatar. Himmapan Avatar will become another destination for both Thai and foreign tourists who wish to experience the utmost from travelling Thailand. Himmapan Avatar, the spectacular walk-through experience will be the most prominent new show of Thailand and ASEAN that will reinforce and strengthen further the image of Thailand as the center of culture and entertainment of ASEAN.

Marketing Policy: CMO Show Corp. holds to the principle in creating excellent experience to audience. By applying modern light, color and sound technologies in the presentation, Himmapan Avatar will be superb and equivalent to the popular shows abroad and corresponded to the need of Thai and foreign tourists. They need thrilling viewing experiences and the blending in of the Thai legend and belief to the show.

Moreover, CMO Show Corp. has placed the emphasis on public relations on the performance of the company and the show of Himmapan Avatar. Himmapan Avatar is regarded as the show which is the destination for tourists worldwide. It is a must for tourists who visit Thailand to come to view the show. The public relations is made via various media either online, on-air or on-ground consecutively in order to reach target groups fast and to be wider known to corporate clients.

(3) Provision of products or services

- a) Equipment used for production of presentation media : CMO Show Corp. has the policy to provide tools and equipment as well as techniques and methods to produce performing media that make Himmapan Avatar Show attractive. With different format and quality, the show will be extravagant combining performing art and the utmost comprehensive multi-media technologies in ASEAN.
- b) Personnel and staff are one of the important components in creating the show: Himmapan Avatar, CMO Show Corp. has the policies to train personnel, to select performers who are skillful, talented and expert in performing and to use equipment including various tools to make Himmapan Avatar Show, the show of world standard.

2.2.6 Private Life Style Event Service

(1) Products and services

Momentum S provides comprehensive premium services for creating private lifestyle event. We are the leading experience communicator creator with world's class craftsmanship; to be customer's trusted solution under the concept of "infinite creativity," We create perfect combination of fashion and entertainment by designing modish ideas of event decoration and surprises moment. Our profession is to unify stylish, creativity, uniqueness and fashion into one.

(2) Marketing and competition situation

Nowadays, event organizer in Thai market have both corporate and freelance sector. We have no direct competitor in the market due to the fact that we are a pioneer of one stop service private lifestyle event organizer in Thailand. Moreover, we do specialize on private event but we also can do corporate event excellently. Therefore on the other hand, considering competition in "event organizer" not emphasizing on private event only, we have indirect competitor for example wedding planners which are Wedding is me, Rainforest, Kaidang, Phka, Box wedding and Tue. As a result, event organizing competition is high. It somehow indirectly affects Momentum S on numbers of customer.

A. Marketing policy

In 2017, Momentum S will focus more on private event especially wedding market. From the record, more than 300,000 persons organize wedding reception which cost more than 30,000 million Baht in a year. Comparing with other events such as birthday party, anniversary and hen night, we think wedding market is worth to invest.

B. The competition situation in private life style event service

Momentum S rentals price range comparing to other event organizer is more expensive due to the fact that all the elements and rentals that we use in events are all tailor made. Normally, other companies reuse and recycle rentals and the cost is reduced. Thus, Momentum S will reuse, adapt and repair used rentals in order to save the cost for the upcoming event organizing.

(3) Provision of products or services

The company has provided new supplier match with customer need and low cost but also meet the standard such as structure, decoration, catering and printing. In addition, to provided specialties for more efficiency result.

(4) Corporate social responsibility

Momentum S Co., Ltd. is an event company which focuses on creativity and electronic communication. The company brings E-Card for present to customer, using E-mail for send information. There are added valuable and minimize waste cost instead of using paper, CD and messenger expenses.

Qurator 2nd Anniversary
by Momentum S



2.2.7 Event and Concert Organizing Service

Muse Corporation is the phenomenal producer that determines to invent entertainment events with fun, style and creative force: “Playing with Phenomena”. Muse provides turnkey event management services for events and concert shows. The scope of services is as follows:

- Creative designing
- Planning marketing communication in accordance to the marketing plans of clients
- Planning PR to support the projects
- Designing workpiece
- Giving advice on event management and preparing for appropriate venues for different categories of events
- Giving primary advice on equipment and media for organizing shows
- Providing designing and production services responding to clients’ ideas
- Production control
- Providing assembling, installing and interior decorating services for clients
- Show management
- Identifying sponsors

(1) Products and services

Three main features of services of the Company are :

- Creative & Entertainment Production Agency: the Company initiates new projects as “Promoter” and then identifies sponsors
- Tailor-made Corporate Entertainment: employed as phenomenal creative
- New Experience for Branding: building on brand strengthening and making the difference

(2) Market and Competitive Situation

1. Emphasize on different creative concepts via creating tailor-made events with identity for each client. Due to the current fierce competition and rapid changes in marketing communication, the Company focuses on creating events with identity that are solutions for clients’ problems and the set goals by presenting new event formats and new techniques.
2. Provide integrated marketing communication that serves clients as one-stop-service. Whether they are advertising and public relations, or advertising and public relations media planning, and online communication, etc. to create continued communication with target groups more efficiently, the Company can provide consultation from the very beginning procedure as Concept Exploration, Strategic Planning, Production, and Operation & Management to Monitoring & Evaluation for clients.
3. Administer Client Relationship Management and emphasize on taking care of clients in long-term. This strategy builds reliability of the Company in the clients’ perception and results in long-term contracts. The clients are well taken care of by teams of experts who are ready to provide services properly and fast including being capable of giving advice and being good consultant for clients.

Boll & Rava Grand Opening
by MUSE Corporation



(3) Provision of products and services

The procedure in providing services for client of each project is as follows:

- Taking brief of problems and needs of clients
- Brainstorming for guideline of presentation
- Proposal presentation in details
- Production will be prepared in details after the proposal is approved by clients
- Set up at actual event venues along with rehearsal as preparation for overall readiness
- Show Day
- Evaluation: After the event, there will be an evaluation to appraise the performance whether it achieves the set target, including suggestion and improvement guideline for benefit of future events.
- Client Relationship Management: taking care of and contacting clients continuously and presents new ideas and techniques which are deemed beneficial to clients

The Company places high priority on personnel who are the most important asset of the Company that mobilize the Company to achievement and produce quality work for clients. The Company has the policy to recruit personnel who have attitude and qualification that match organizational vision. Moreover, there are training sessions to equip staff with knowledge and understanding in the nature and work system of the Company including study visits outside to gain new experiences.

(4) Corporate social responsibility

1. Energy saving policy: Muse has a policy for all staff to share the same effort in saving electricity and water.
2. Recycling consumable supply policy: To reduce the use of paper and hard copy document in the Company. To emphasize on re-use of paper. To reduce unnecessary printing but deliver documents via email or other online channels.

Imaginia Playland
DJ Canopy zone



2.2.8 Kids Theme park Service (IMAGINIA Playland)

(1) Products and Services

MAGINIA playland provide service as indoor playground to promote imagination and creativity which enhance child's physical, mental, and emotional well-being. 1400 sq.m. IMAGINIA has been divided into 21 zones which branches out onto creative-enhance zones from art, music, literature, and strategic play. The venue also provide all-encompassing facilities such as Bakery cafe, Wi-fi, Restroom, Nappy changing corner, and first aid room.

At the present, IMAGINIA provide services and special activities as follows:

- 1) Themed event: IMAGINIA event is defined that part-game part-exhibition experience which will last approximately 2 months per event.
- 2) Special Workshop: Workshop that correspond to seasonal holiday, varies from craft workshop to DIY cooking workshop.
- 3) School Field trip: Venue that combines development and fun in one: for Kindergarten to primary school (until grade 6).
- 4) Party Service: Exclusive activities with catering for special occasion such as: Birthday, Graduation party, Seasonal party (Easter, Christmas, Thanksgiving).
- 5) Corporate: Play event in a form of thank you party or CRM event for corporate client.

(2) Marketing and Competition Situation

A. Marketing policy

- **Market strategy**

IMAGINIA's core objective is to create creative playspace for child from 1 - 12 years old. The playland focuses on developing child's creativity which enhance child development in 4 areas: Physical, Emotional, Mental, and Creative development. These core development is translated into play zones in Art, Music, Literature, Nature, and Strategic play in digital interactive approach.

- **Clients and target groups**

- a) THAI: increase thai customer by increasing promotional sales and campaigns.
- b) EXPATRIATE: Create marketing tools that encourage repeat-of-use.
- c) TOURIST: Expand on regional-specific advertising that correspond to each countries' holiday season (including off-school periods).

B. The competition situation in kid theme park services

The entire kid-related industry, especially in the service-based sector itself, expand exponentially more than 10 individuals for the past 2 years since our business started. IMAGINIA uniqueness in providing fresh and variety of content allow IMAGINIA to set apart from majority of players that mainly provide service for physical-play experience. Nevertheless, with the current trend of promoting overall development (especially on non-academic side), several players starting to include creativity activities onto their service. To ensure the unique quality of IMAGINIA, we strategize in maintaining cleanliness, friendly environment and service and take importance in improving play equipment that has the balance element of fun and educational, a mixture that becomes the major demand for all types of our target customer.

(3) Provision of products and services

- a) Products : IMAGINIA take comments and conduct several forms of private and public survey to gather facts in order to improve our product and service accordingly.
- b) Personnel : IMAGINIA conduct series of skill and service training as follows:
 - **Service** : Information-test for all operation staffs to ensure customer's smooth play experience
 - **Safety**
 - First Aid: All staffs has been on basic first aid training while all supervisor level are inquired to pass intensive first aid training.
 - Child Psychology: Basic training in child psychology for proper handling of children (including special needs children).
 - Technology : All staffs receive training knowledge in basic play equipment maintenance and common errors fix.

(4) Corporate social responsibility

IMAGINIA issue earth-friendly policies for both internal usage and campaign for customer as follows:

Internal policy :

- Consistently checking and control materials for workshops to be sufficient for customer while avoiding material waste e.g. food ingredient usage management.
- Recycle policy: use 2 sides of paper and convert used paper into art and craft material and on-site decoration.
- Energy-saving policy: Turn off computer and air conditioning during lunch hours.

Campaign for customer :

- Recycle me! Campaign: use Recycle trashbin into the playspace to introduce recycle concept to children and families.
- Adding friendly reminder to several facilities e.g. liquid soap, tap, and tissue paper to use the resources only needed.



RISK FACTORS

Risk relating to the company and subsidiaries divided by 6 risks

3.1 Risk from inconsistency of the client companies' plans for marketing activities

Nowadays, marketing events is an efficiency tool of marketing to penetrate into targeting customer of each products or service. These activities are, therefore, supplementary activities for the clients' business. Consequently, the Company's event management can easily be affected by the change of customer requirement, such as the policy change from foreign head office in terms of content and budget, the product change, the budget change, the postponement of event schedule, etc. Such changes may affect the revenue and performance of the Company and its affiliations.



Halloween No Escape party
by MUSE Corporation
photo by Escape Bangkok

However, since the Company has been in the business continuously for over 3 decade, it has customer base comprising both government and private sectors conducting various types of business and has strong policy to acquire new customers. These clients have more tendency to organize events for their marketing, public relations and sales promotion purposes in order to communicate directly to their target consumers.

Actually, the Company has tried to maintain the customer base in attempt to expand the revenue from each of the clients. This is indicated from the fact that the staff has put their best efforts in the work, and tried to expand the clients' successful performance in order to maintain continuous flow of work. A specific business unit is established to take care and provide services to the customers closely. All recommendations are accepted for improvement. And most importantly, the clients' budget will be worth utilized in accordance with their objectives. Moreover, the efficiency of performance must be measurable in order to achieve maximum quality.

Over 30 years in event business, company has customer both government and private company in various kind of industries which also has different period of setting event in a year. These could help company to minimize the risk. Moreover, company also has policy to reach new clients in all part of industries for revenue growth and palliative effect when key account abstain an event.

3.2 Risk from social, economic instability and the change of government policy

Event Management business is connected to and related with advertisement and public relations business that directly ties in with the overall economic situation of the country. The public spending and general business survival are essential factor for product or service owners in considering the use of any kinds of advertisement or public relations, which include exhibition as a marketing tool for sales promotion.

When people in the country, ranging from business sectors at the level of consumer product operators to the high impact level such as energy, are substantially sensitive to political situation, the business operation is therefore directly affected by overall political and economic movements such as political stability, political rally, and economic policy. These factors affect the consideration on roles of advertising, public relations, and budget for organizing event activities, not to mention various project policies that are established and supported directly from the government and jointly promoted by the private sector. Examples are gigantic projects of event organizations, such as the country's public relation projects for tourism purpose or international conference

Nevertheless, the Company has always been well prepared for such cases. The Company attempts to allocate the management to avoid overly reliance on certain parties, either from government or private sector. The company revenue come from different customers, not depending on or influenced by any customer. It also tries to maintain the balance of income generating operations with maximum prudence, apart from establishing the policy to depend on its own work. Moreover, company has CLMV's policy, to expand business to CLMV's countries and ASEAN's countries by using an advantage and strong point of company.

3.3 Risk from changing technology

An advantage of today's technology is beyond bounder. Trend or life style in west end can cross or share via an internet to be popular at another side of continent within overnight. All of these can happen because of advantage of technology and it changes very fast as well. Then, to create new experience to consumer is cannot be use traditional way anymore. Company always combines trend and technology in company events to deliver clients' experience.

Moreover, company has set technology and digital department to update, create, develop and apply all hi-technology things into event process. These will reinforce trust and confident to company's client.

3.4 Risk from market entering of the new operators, and from the adjustment of the clients and adjustment of the advertising firms into the Event market

Event Management market becomes well-known and has increasing market value yearly, not to mention its attractive revenue. Therefore, considerable number of operators, including those previously relating to the business, which are advertising agencies, media, or television programs and public relation companies, begin to adjust them and find ways to create more revenue from event management market. These operators attempt to focus on their existing strength, as well as to incorporate the business of event management into their operation. However, despite the attempt to create more selling points to increase revenue, the expertise in event management depends on experience and specific skills. Although these companies try to establish the Event Management division, or use other methods of marketing, the expertise of existing personnel is still not able to respond to the client needs. Moreover, they are not able to organize the events with equitable standard when compared to the companies with direct experience in this field. Nevertheless, the growth trend of these companies in the event market still creates pressure and results in more aggressive competition in the industry.

Additionally, the event market also involves the movement of previous operators or clients who have accumulated their experience and learned about the event management from our Company or other event management companies. Therefore, these operators or clients are able to adjust themselves, and learn to organize the events without depending upon the direct event management companies in some cases. Therefore, the Event industry not only confronts with higher competition, but it also needs to adjust itself, as well as to maintain and improve its quality. At the same time, it is also necessary to obtain client acceptance from successful performance and to continuously develop its potential to the greatest extent.

The Company has developed and promoted the quality of event management by accepting new technology that is suitable for organizing the events. Our staffs are assigned to take good care of the clients closely, and are able to create high quality events with new concepts that are always beneficial for the business of the Company. Examples include the attempt to find new joint ventures to enhance the potential of the Company or to find new marketing tools to continuously reinforce the Company's business units. Moreover, the company takes advantage in the company's strength by expanding business into potential international market to reduce the risks.

3.5 Risk from natural disasters

Nowadays, the environment and climate are change and difficult to forecast. Natural disasters are occurring more often than the past which may affect to the company's business. The event might have to postpone, avoiding these disasters.

The company always concern and do monitoring the situation both natural disasters and other situation, both inside and outside of the country closely, especially in areas where the company will be held to find a way to prevent any situation that may occur as well as the safety of those who will be in attendance.

The company is also concern about the safety of staffs and audiences. Therefore, the company will provide the third party insurance for audiences for whose participated the event in case of public event and event that company considered.

3.6 Risk from Major Shareholder

Company has major shareholder which held more over 25%, there is Kunawong Group. These might cause the voting control in shareholder meeting. He is also important management person. Company might has effect, if he is not work with company.

For the voting control factor, company has Board of audit committee and Board of independent committee which have experience and equitable in term of giving unbiased advice to shareholder toward every issue. Moreover, company has management structure plan as an operation work flow in each business unit. These make company more efficiency and minimize the concern risk.

Nevertheless, one of the most important factor among event management business is having experienced people. Thus, company gives an important to company crews at all level. Company will give opportunity for talent person to growth with organization. Nowadays, company has many staff in management level which worked with company for long time.

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Up to 50% higher performance
Up to 40% greater power efficiency
Better sustained performance

Redmi Note 5



GENERAL INFORMATION

4.1 General Information of the Company

Name	: CMO Public Company Limited
Type of Business	: Event management for public events, exhibitions and entertainment activities
Head Office Location	: 4/18-19 Soi Nuanchan 56, Nuanchan Road, Klongkhum, Buangkhum, Bangkok 10230
Registered Number	: 0107546000458
Registered Capital	: 255,462,733 Baht
Paid up Capital	: 255,462,733 Baht
Type	: Common stock
Homepage	: http://www.cmo-group.com
Tel	: 0-2088-3888
Fax	: 0-2088-3857



Redmi Note 5 Thailand Official Launch
& Xiaomi Thailand Dealer Conference
by CMO



Celine Dion Live 2018 in Bangkok
LED system by PM Center
photo by BEC-Tero

4.2 General information of the subsidiaries

Name : **PM Center Company Limited**
Type of Business : Rental equipment for image, lighting, sound and effects
Head Office Location : 4/22 Soi Nuanchan 56, Nuanchan Road, Klongkhum, Buangkhum, Bangkok 10230
Registered Number : 0105533044751
Registered Capital : 165,000,000 Baht (as at February 8, 2019)
Paid up Capital : 165,000,000 Baht (as at February 8, 2019)
Type : Common stock
Homepage : <http://www.pmcenter.co.th>
Tel : 0-2091-9888
Fax : 0-2091-9801-2

Name : **The Eyes Company Limited**
Type of Business : Production of multi-vision slide, video, multimedia and computer graphics
Head Office Location : 4/27 Soi Nuanchan 56, Nuanchan Road, Klongkhum, Buangkhum, Bangkok 10230
Registered Number : 0105529020606
Registered Capital : 15,000,000 Baht
Paid up Capital : 15,000,000 Baht
Type : Common stock
Homepage : <http://www.theeyes.co.th>
Tel : 0-2944-5683
Fax : 0-2944-5684

Name : **Exposition Technology Company Limited**
Type of Business : Electrical and lighting services
Head Office Location : 252 Soi Yu-Charoen 29, Ratchadapisek Road Samsennok, Huay Kwang, Bangkok 10320
Registered Number : 0105542010406
Registered Capital : 5,000,000 Baht
Paid up Capital : 2,000,000 Baht
Type : Common stock
Homepage : <http://www.expotech.co.th>
Tel : 0-2691-6318-20
Fax : 0-2276-3940

Name : **Momentum S Company Limited**
Type of Business : Private Event Service
Head Office Location : 4/18-19 Soi Nuanchan 56, Nuanchan Road, Klongkhum, Buangkhum, Bangkok 10230
Registered Number : 0105557121900
Registered Capital : 2,000,000 Baht
Paid up Capital : 2,000,000 Baht
Type : Common stock
Homepage : <http://www.momentum-s.com>
Tel : 0-2381-5929

Name : **Muse Corporation Company Limited**
Type of Business : Light & Sound Show concert
Head Office Location : 4/27 Soi Nuanchan 56, Nuanchan Road, Klongkhum, Buangkhum, Bangkok 10230
Registered Number : 0105558021461
Registered Capital : 7,500,000 Baht
Paid up Capital : 7,500,000 Baht
Type : Common stock
Homepage : <http://www.musecorporation.com>
Tel : 0-2944-5888

Name : **Imagina Company Limited**
Type of Business : Conducting an amusement business for children and families
Head Office Location : 4/18-19 Soi Nuanchan 56, Nuanchan Road, Klongkhum, Buangkhum, Bangkok 10230
Registered Number : 0105560013535
Registered Capital : 10,000,000 Baht
Paid up Capital : 10,000,000 Baht
Type : Common stock
Homepage : <http://www.imagiaplayland.com>
Tel : 0-2664-8338

4.3 General information of the affiliates

Name : **CMO Show Crop Company Limited**
Type of Business : Tourist Attractions
Head Office Location : 99/6-9 Show DC, Rimklongbangkapi Road, Bang Kapi, Huai Khwang, Bangkok 10230
Registered Number : 0105558151695
Registered Capital : 140,000,000 Baht
Paid up Capital : 140,000,000 Baht
Type : Common stock
Homepage : <http://www.himmapanavatar.com>
Tel : 0-2944-5683
Fax : 0-2944-5684

4.4 Information of the securities registrar

Name : **Thailand Securities Depository Company Limited**
Type of Business : Thailand Securities Depository Company
Head Office Location : 93 The Stock Exchange of Thailand Building, 14th Floor, Ratchadapisek Road, Dindang, Bangkok 10400
Homepage : <http://www.tsd.com>
Tel : 0-2009-9000
Fax : 0-2009-6662



ADFEST 2018
 by CMO

4.5 Information of the auditors

Name : **ANS Audit Company Limited**
Type of Business : Certified Public Auditor
Head Office Location : 100/72, 22nd Floor, 100/2 Vongvanij Building B Rama 9 Road, Huaykwang, Bangkok 10320
Homepage : <http://www.ans.com>
Tel : 0-2645-0107-9
Fax : 0-2645-0110

SHAREHOLDERS

As of December 31, 2018, company has registered capital 255,462,733 baht, paid up capital 255,462,733.00 baht. All paid up capital is classify in to common stock 255,462,733 shares, value 1 baht per share

Shareholder Structure

The table of major shareholder as of December 28, 2018

Item	Shareholder Name	Number of Shares	Shareholding
1	Mr. Sermkhun Kunawong	64,548,932	25.27%
2	Mr. Upathum Nisitsukcharoen	39,670,000	15.53%
3	Thai NVDR Co., Ltd.	11,806,200	4.62%
4	Mr. Sompol Kullertprasert	8,314,502	3.26%
5	Mrs. Natthamon Yongthanyaroj	7,240,000	2.83%
6	Mr. Worachai Santimongkolvit	6,735,700	2.64%
7	Ms. Pattama Kullertprasert	3,656,585	1.43%
8	Mr. Veerayuth Eiymsuthiwath	2,789,900	1.09%
9	Mr. Sukit Thummongkol	2,102,000	0.82%
10	Mr. Viroj Tangsathapornpong	2,100,000	0.82%
11	Other	106,498,914	41.69%
		255,462,733	100.00%





DIVIDEND POLICY

The company's policy is to contribute the dividend to shareholders not less than 40 percent of the net profit (after the company's income tax has been cleared and legally reserved). Anyhow, this completely depends on economic situation, the proceedings of the company and future projects of the company.

On February 28, 2019, the Board of Directors had approved no dividend payment from the fiscal year 2018 - ended December 31, 2018. Board's resolution was approach for no dividend payment. due to CMO group has many big event projects on hand which need working capital. This is also reduce financial cost.

Detail of Dividend Distribution in the past 5 years

Year	Dividend Per Share		
	Interim	Final	Total
2018	-	-	-
2017	0.08	0.10	0.18
2016	0.09	0.055	0.145
2015	-	-	-
2014	-	-	-



ICONSIAM - Grand opening
by CMO

MANAGEMENT STRUCTURE

7.1 The Board of directors and The Audit Committee/ Independent Committee

7.1.1 The Board of directors

As of December 31, 2018, the company has 6 members* of a board as listed below:

- | | | |
|----|-----------------------------|---------------|
| 1. | Ms. Anusra Chittmittrapap | Chairman *** |
| 2. | Mr. Sermkhun Kunawong | Directors** |
| 3. | Mr. Anant Gatepithaya | Directors*** |
| 4. | Mr. Netipong Wichitwechkarn | Directors *** |
| 5. | Dr. Chalay Kunawong | Directors** |
| 6. | Mr. Upathum Nisitsukcharoen | Directors |

* Detail of as attachment 1

** Directors who have authority to sign

*** Independent Committee



Elle Fashion Week 2018
Rooftop & Stadium Construction,
Lighting & Sound System
Operated by PM Center

(1) Authority of Board of Directors

The Board of Directors has the following authority:

1. Set main policy for business operation, financial policy, fund-raising policy and corporate risk management policy.
2. Consider for approval of budget and investment projects of the Company and supervise the project implementation as planned,
3. Supervise Company's operation to achieve or surpass the set target
4. Provide general and financial reports of the Company for shareholders and stakeholders accurately and timely as specified by law
5. Review adequacy and suitability of internal control system and risk management of the Company.
6. Consider entering into financial agreement, loans and guarantees.
7. Consider budget, annual salary adjustment, bonus payment, major welfare for management, and propose meeting allowance and remuneration for directors.

As December 31, 2018, the company has held the Meeting of Board of Director for 4 times.

Here is the detail of committee attend.

Name	Position	Number of Attend
Ms. Anusra Chittmittrapap	Chairman of the Board of Director	6/6
Mr. Sermkhun Kunawong	Director	6/6
Mr. Anant Gatepithaya	Director	6/6
Dr. Chalay Kunawong	Director	3/6
Mr. Netipong Wichitwechkarn	Director	3/6
Mr. Upathum Nisitsukcharoen	Director	3/6

7.1.2 The Audit Committee / Independent Committee

As of December 31, 2018, the company has 3 members* of Audit Committee as listed below:

1. Mr. Anant Gatepithaya Chairman of Audit Committee**
2. Mr. Netipong Wichitwechkarn Audit Committee
3. Ms. Anusra Chittmittrapap Audit Committee

Mr. Uttiphon Tanametanon is a secretary of the Audit Committee.

Note:

* Detail of as attachment 1

** Audit Committee who has experience in audited financial statement

(1) Qualification of Independent Directors

1. Have leadership, vision, knowledge, proficiency and expertise in Company's operation, and be independent to give opinion, consider, conclude and make decision by taking into consideration the ultimate benefit of the Company and shareholders.
2. Hold not over 1% of the total voting shares of the Company, the parent company, subsidiaries, associates or legal entities that may have conflicts of interest.
3. The independent directors of the Company is autonomous from management and not being employees, staff, consultants with regular salary or the persons who have authority to control over the Company, the parent company, subsidiaries, associates or legal entities that may have conflicts of interest for not less than 3 years.

(2) Authority of Audit Committee

Audit Committee has authority and responsibilities as specified in the regulation and criteria of Securities and Exchange Commission and the Stock Exchange of Thailand, and report directly to the Board of Directors.

Audit Committee has the following main authority and responsibility:

1. Review for the Company to have adequate accurate open financial reports by coordinating with External Audit of the Company and executives who are responsible for preparing financial reports both quarterly and annually.
2. Review for the Company to have suitable and effective internal control and internal audit
3. Review Company's operation to make it compliance with law on Securities and Stock Exchange of Thailand, the regulation of the Stock Exchange of Thailand or laws concerning the business of the Company.

4. Select and propose for appointment of Corporate Auditor including considering the remuneration for the auditor by taking into consideration the reliability and adequacy of resources and the volume of auditing work of the audit firm as well as the experiences of the staff who are assigned to audit the Company's account.
5. Consider and reveal Company's information in case of related items or items that may have conflict of interest accurately and completely.
6. Perform any other work that is assigned and approved by the Board of Directors such as review of financial and risk management, review with Company's executive if their conducts are in compliant with business ethics, review jointly with Company's management the major reports to be presented to public as specified by law such as Executive's Report and Analysis.
7. Prepare report on the activities of Audit Committee, signed by the Chairperson of the Audit Committee, disclosed in the Company's Annual Report.

As of December 31, 2018, the company has held the Meeting of Board of Director for 4 times.

Here is the detail of committee attend.

Name	Position	Number of Attend
Mr. Anant Gatepithaya	Chairman of Audit Committee	4/4
Ms. Anusra Chittmitrapap	Audit Committee	4/4
Mr. Netipong Wichitwechkarn	Audit Committee	2/4

7.2 Management Team

As of December 31, 2018, The Company has 8 members* of the executives as listed below:

1. Mr. Sermkhun Kunawong	Chief Executive Officer
2. Ms. Piyamart Yongsirichaisakul	Chief Financial Officer
3. Ms. Panitda Klaimanee	Managing Director
4. Ms. Jutiporn Mingkwanrungrueng	Managing Director
5. Mr. Mongkol Silthumpitug	Managing Director
6. Ms. Wanna Issarangkul Na Ayutaya	Managing Director
7. Ms. Thanaporn Phetluan	Managing Director
8. Ms. Chanasa Dermsombull	Managing Director

* Detail as Attachment 1

7.2.1 Authority of Chief Executive Officer

Chief Executive Officer has the following authority:

1. Consider and approve the participation in organization of exhibitions and seminars of not over 150 million Baht value.
2. Consider and approve the procurement of equipment, tools and materials or any other assets of not over 25 million Baht value.
3. Consider and approve renting, renting out, employing, providing services or contracting to provide services of not over 30 million Baht value.
4. Consider and approve the employment of executives or staff who earn salary of not over Baht 500,000. Except, the employment of executives or staff at the positions of Deputy Chief Executive Officer onwards, approval is required from the Board of Directors.
5. Consider and approve any transaction of over the fore-specified value when necessary urgency occurred and cannot be delayed for the benefit or business of the Company. In this case, Chief Executive Officer is allowed to make such approval and then shall report to the Board of Directors without delay.
6. Follow the Articles of Association and objectives of the Company, resolutions of the Board of Directors and the meeting of the shareholders, and comply with concerned laws and regulations. Then, after the Company was listed in the Stock Exchange of Thailand, the rules and regulations of the Stock Exchange of Thailand including the rules and regulations concerning the items of conflicts of interest shall be observed.

7. Consider proceeding transactions or any other necessary actions or appropriate practice to operate corporate business or for corporate business interest or for regular corporate business operation.
8. Make decision regarding the major corporate operation, set mission, objective, policy of the Company including the supervision of overall operation, performance, customer relations and be responsible for the Board of Directors.
9. Consider and approve the transaction that binds the Company as a borrower in the amount of not over 20 million Baht. If it is over 20 Million, it shall be approved by the Board of Directors.
10. Have the authority to assign other persons that deemed appropriate by the Chief Executive Officer to manage and take action on behalf of Chief Executive Officer as necessary and appropriate at the discretion of Chief Executive Officer under the criteria of laws and the Articles of Association of the Company.

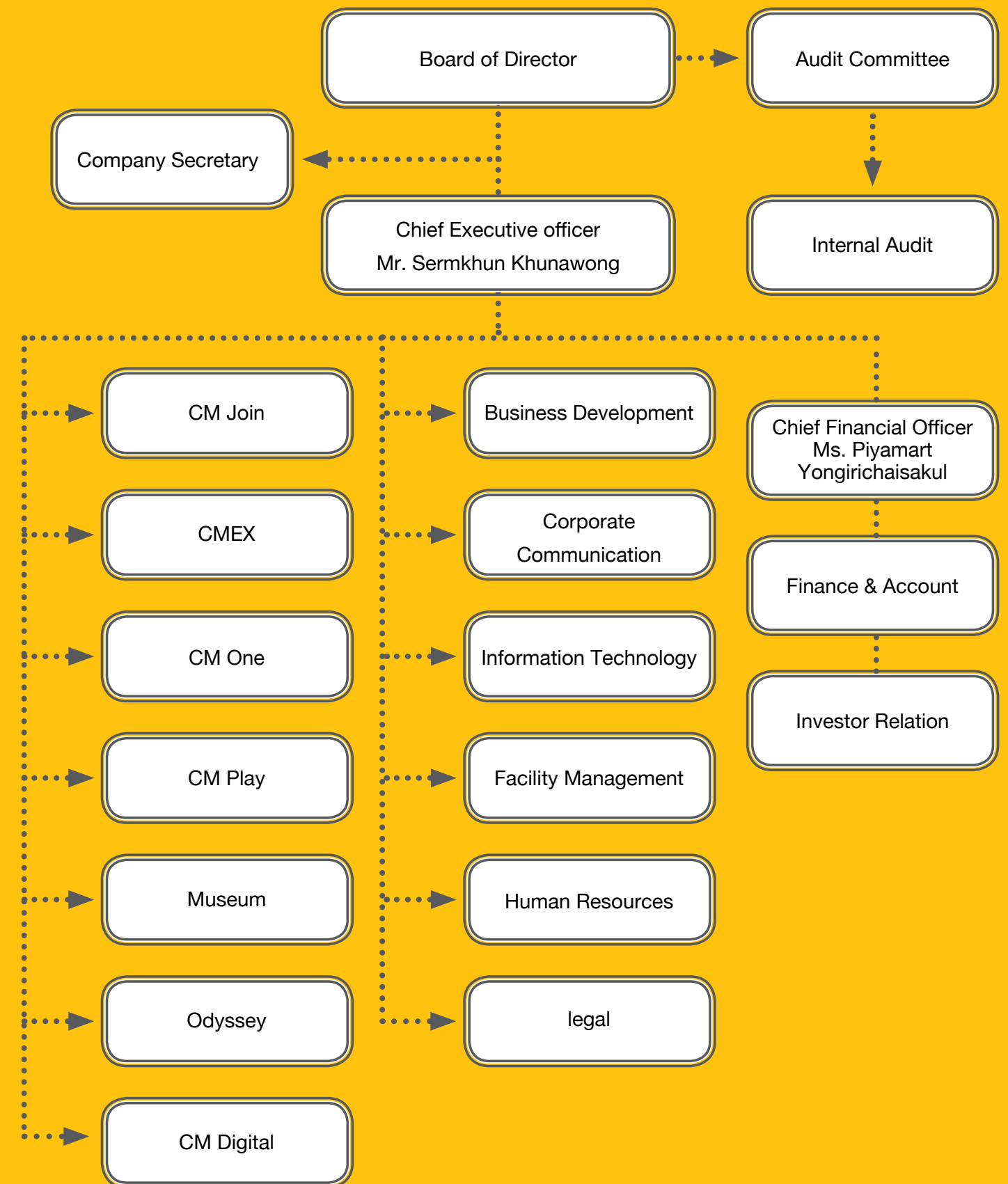
However, Chief Executive Officer does not have authority to take action on the fore-mentioned matters, if the Chief Executive Officer has conflicts of interest or any interest in such authorized matters.

7.2.2 Scope of Authority of Executive Team

Executive Team's duty is to give advice, suggestion and/or jointly consider to give opinion for decision making of Chief Executive Officer on various matters regarding business operation of the Company.

However, the authority of Executive Team shall conform with the criteria of laws and the Articles of Association and the Executive Team has no right to make transactions or giving approval the items that the Executive Team has interest or conflicts of interest in any other form with the Company or subsidiaries. In such case, the Executive Team shall submit to the Board of Directors for consideration.

Company Organization Structure as of December 31, 2018



7.3 Company Secretary

7.3.1 Company Secretary Information

Name	Miss Piyamart Yongsirichaisakul
Age	40 Years
Date of Effective	August 17, 2009
Education	Bachelor Degree : Financial Economics University of the Thai Chamber of Commerce Master Degree : International Business Management Business School, University of Surrey, United Kingdom.
Related Training Course	2008 : Thai Company Secretary Club - Fundamental Practice for Corporate Secretary (FPCS) 2009 : Thai Institute of Directors - Effective Minute Taking 2009 : Thai Institute of Directors - Effective Minute Taking

7.3.2 Scope of Authority and Responsibilities of Company Secretary

1. Undertaking arrangements for meetings of the Shareholders and supporting document which relevant. Ensuring that the meeting conforms to relevant laws and regulations and minute taking.
2. Preparing for Company Annual Report (Form 56-2) and Company Information Report (Form 56-1)
3. Undertaking arrangements for meeting of the Board, related Board Committees. Ensuring that the meeting is conforms to relevant laws and regulations and document supporting.
4. Preparing and keeping registrations of directors, annual reports of the Bank, notices calling Shareholders and Board of Directors Meetings, as well as minutes of the Shareholders and Board of Directors Meetings;
5. Reporting for new director or management position.
6. Reporting to the Securities and Exchange Commission (SEC) and Stock Exchange of Thailand (SET) for related rule and regulation, including the relevant document and other supporting.
7. To advise the regulations and rules for Board of directors and Management level.

7.4 The Remuneration for the Executives

7.4.1 The Remuneration in type of Money

(1) The remuneration for the Board of Director of the Company

In 2018, total remuneration in meeting fee and bonus paid to the committee equaled to Baht 2.42 million.

Name	Position	Meeting Allowance (Baht)		Bonus	Total
		Director	Audit committee		
Ms. Anusra Chittmittrapap	Chairman of Board of Directors and Audit Committee	145,200.00	-	60,000.00	555,600.00
		242,000.00	48,400.00	60,000.00	-
Mr. Sermkhun Kunawong	Director	48,400.00	-	60,000.00	350,400.00
		242,000.00			
Mr. Anant Gatepithaya	Independent Director and Chairman of The Audit Committee	242,000.00	48,400.00	60,000.00	555,600.00
			145,200.00	60,000.00	
Dr. Chalay Kunawong	Director	242,000.00	-	60,000.00	302,000.00
Mr. Netipong Wichitwechkarn	Independent Director and Audit committee	242,000.00	48,400.00	60,000.00	350,400.00
Mr. Upathum Nisitsukcharoen	Director	242,000.00	-	60,000.00	302,000.00
Total		1,645,600.00	290,400.00	480,000.00	2,416,000.00

(2) Remuneration of the Management Team

The total remuneration paid by the Company to 8 individuals of the management team during fiscal year 2018, including salary and incentive total Baht 29.93 million.

7.4.2 Remuneration of the Management Team

- Provident Fund

Company has provided provident fund for employee which company subsidiary for 3% of employee salary. Total provident fund subsidiary paid by the company to 8 individuals of the management team during fiscal year 2018 was Baht 876,909 Baht.

7.5 Employees

7.5.1 Number of Employee

As of December 31, 2018 there were a total number of 600 people employed by the company divided by permanent contract 594 people and temporary contract 6 people as indicated below:

- CMO Public Company Limited; permanent contract 209 people and temporary contract 3 people
- PM Center Company Limited; permanent contract 236 people
- The Eyes Company Limited; permanent contract 30 people and temporary contract 1 people
- Exposition Technology Company Limited; permanent contract 66 people
- Momentum S Company Limited; permanent contract 10 people
- Muse Corporation Company Limited; permanent contract 19 people and temporary contract 2 people
- CMO Show Corp Company Limited; permanent contract 2 people
- Imaginia Company Limited; permanent contract 22 people

7.5.2 Staff Remuneration

The staff remuneration according to Article 7.5.1 in the year 2018 consisted of salary, bonus, social security allowance and contribution to the provident fund, totaling Baht 286.64 million.

7.5.3 Dispute

-None -

7.5.4 Policy on Human Resource Management

The Company has staff development policy which is keeping knowledgeable and proficient staff to work with the Company for long-term by applying the following guidelines:

1. Recruit proper staff and assign suitable jobs.
2. Organize orientation when first join to create understanding and familiarization with work prior to actual working.
3. The Company arranges study visits for staff both in-country and abroad regularly in order to promote understanding and experiences of staff in event management business.
4. The Company has a policy on making salary payment reciprocal with knowledge and proficiency. As for the yearly salary increment, it depends on the annual performance of the Company.

7.6 The connected transactions

7.6.1 The connected items

In case, there are connected transactions or the transactions regarding the obtaining or disposing of Company's assets as prescribed by the Announcement of the Stock Exchange of Thailand. The transactions of such items shall be the resolutions of the shareholders' meeting and/or any other action in compliant with the rules and regulation according to respective announcements as stipulated in the regulations of the Stock Exchange of Thailand.



CORPORATE GOVERNANCE

The Board of Directors of CMO Public Company Limited is well aware of the importance of corporate governance and responsibilities to the society in the belief that the good corporate governance will be a key element in enabling its business to achieve success. It will also create confidence that there is efficient management system with transparency and accountability to ensure confidence of shareholders, investors, stakeholders and all parties concerned, which will bring about sustainable growth with quality and add value to the business.

The Board of Directors emphasizes on good governance and realizes that the accountable and transparent management will enhance the Company's progress in business operation. Furthermore, it will also strengthen the confidence of all relevant parties, and bring maximum benefits to all shareholders and stakeholders. The result of good corporate governance performing is informed which consist of the following:



Singha Food Fest 2
by MUSE Corporation

Section 1 – Rights of Shareholders

The Company has realized the basic rights of shareholders which include the right to buy or sell or transfer shares, the right to gain shares in the Company's profit, the right to receive relevant and adequate information of the Company in timely manner, the right to participate and vote in shareholder meetings to elect or remove directors. The Company has also recognized the good corporate government and taken steps to demonstrate its respect for basic shareholders' right. It, therefore, shall not violate or reduce the rights of shareholders. This will eventually result in the best interests of shareholders and relevant persons. Therefore, the company has set policies relating to the rights of shareholders as follows:

- Shareholders and stakeholders have enjoyed equitable treatments and the rights that they are eligible to such as the right to receive dividends equally from the Company, the right to freely trade or transfer their own shares, the right to attend Shareholders' Meetings, the right to propose in advance the Meeting agenda, the right to nominate a person to be a director, the right to express opinions independently, and the right to make decisions on important affairs of the Company e.g., the election of directors, the appointment of auditors and fixing of the audit fee, approval of significant transactions influencing the Company's direction, as well as amendment of Memorandum of Association and Articles of Association of the Company, etc. Each shareholder has the right to vote at meetings according to the number of shares owned whereby one share is entitled to one vote, and no particular share allows privilege over the rights of other shareholders.
 - An agenda item regarding the Board's remuneration is included to inform shareholders of the amount and type of remuneration received by each director such as meeting allowance, bonus etc. This year the board's remuneration consists of meeting allowance and bonus.
 - The board of directors carefully considers and transparently sets a policy on remuneration of the board directors. Such remuneration is in the same level as that offered by other companies in the industry and good enough to attract and keep qualified directors.
 - At the election of directors, the shareholders shall vote for each individual candidate nominated for Directors.
 - In this year 2018, the company has set an examiner for checking the vote. An auditor was asked to be an examiner to assure the result of vote. This was also disclosed in the annual conference report.
 - Prior to the date of meeting, each agenda is clearly designated in an invitation letter, including the objective and opinion by the board of directors. If an election of Directors is included in the agenda, the company will provide clarifications for each director including Name, age, education, experience, meeting attendance in the year and appointed date.
 - Before each conference, the Chairman explains clearly how ballots are cast and counted.
- During the conference, the chairman gives the participants equitable right of questioning, expressing their opinions, and giving recommendations concerning the company administration without time limitation. Furthermore, the shareholders' opinions can be proposed prior to the meetings via the company's website: <http://www.cmo-group.com/ir> as well as Email address: ir@cmo-group.com
 - The Company has a policy to organize each meeting at the venue where is easily accessible by public transportation such as MRT or BTS. However, once the meeting is organized at suburb venue, the company also has a policy providing shuttle buses to service the shareholders. Furthermore, a barcode scanning process are used for registration to make shareholders convenient and take less time.
 - The company reveals the name of external auditors, audit firm, audit fees for selection and appointment. The company has set a policy to consider, select, and appoint the company's auditor who is well known and accepted by the Securities and Exchange Commission Thailand.
 - The company reveals dividend payment policy in the annual report. In the agenda of dividend payment considering, the shareholders will be provided the rate of payment and related information. If the agenda is set to be considered as not paying dividend, the reasons will be clearly explained.
 - For shareholders who do not attend the meeting, the minutes was recorded accurately and completely which including name and position of attended directors, method of the vote, questions and answers, ballots for each agenda for sending it to SET and the Securities and Exchange Commission after meeting. Minutes of the meeting endorsed by the shareholders are kept in a safe place and all relevant persons are eligible to check the minutes.
 - Each shareholders' meeting, the company reveals the resolution and ballots to SET one day after the meeting
 - This year, five-sixths of directors, including the CEO attended in the annual conference.
 - The company has a clear and transparent shareholder structure. There is no a stock pyramid or cross-holding among major shareholders, thereby preventing any conflict of interest or transfer of benefits from one party to another. Recently, the proportion of Free-Float stock of the company is 59%.
 - Shareholders who are the company's executives will not add any unnecessary and unannounced agendas, especially important agendas, which require other shareholders to take time to study.
 - The company has never neglected treating shareholders equitably and fairly regarding share repurchase never obstructed shareholders to contact each other and also never omitted to reveal Shareholders agreement which may considerably affect on the company or other shareholders.

Section 2 – Equitable Treatment of Stakeholders

The Company has complied with the policy to treat its shareholders equally by placing emphasis on equality of both major and small shareholders, and attaching importance to their fundamental rights and encouraging them to exercise their rights as given by law. Information is provided completely and equally to make the shareholders feel confident in making investments, and provide benefits and share profits on an equal basis. Consequently, meeting of the shareholders is arranged under the following policies:

- In voting for each agenda, each shareholder or a proxy authorized by any shareholder to vote on his/her behalf was entitled to vote equal to the number of shares held, whereby one share would be equal to one vote.
- Recently, there is only ordinary share traded. However, if the company releases more than one type of stock, the rights to vote for each type will be announced to the shareholders.
- Allowing each shareholder to propose agenda for consideration and director nominee at a shareholders' meeting ahead of the actual meeting date via the company's Email address: ir@cmo-group.com. Besides, the shareholder can directly propose the agenda to the company secretary department by mail.
- The company has developed the code of conduct as well as an insider trading and confidentiality policy for the executive persons, and the employees in writing. In order to be aware of it and use it as the guideline for execution of their duties honestly and morally and must not use the insider information as personal interest.
- The company has disclosed connected transactions including names, relationship of the connected persons and also pricing policy by strictly following the rules, regulations, and orders of the Stock Exchange of Thailand.
- There is no conflict of interest transaction between the company and affiliated companies. Just only ordinary transactions are executed.
- Any shareholder who is unable to attend the meeting is entitled to appoint a representative, e.g., an independent director or other person, to act as proxy, using any one of the proxy forms A, B and C attached to the notice of the Meeting. For shareholders' convenience, the document for using with proxy is an ordinary such as identification card. Furthermore, the company provides the duty stamp to be sealed on the proxy form.
- The company sends each of the shareholders a letter identifying the date of the meeting including the meeting documents both Thai and English at least 14 days prior the meeting. Besides, the company has a policy to announce both Thai and English information via CMO Group's website: <http://www.cmo-group.com/ir> at least 14 days before the meeting.
- The company has disclosed the information regarding directors and executives' share hold in the company complied with regulations of Securities and Exchange Commission and the Stock Exchange of Thailand. Besides, the company has no connected transactions involved with financial support to a company which is not an affiliated company.

- Not have directors or boards trading securities by using internal information in this year.
- During year, the company conducted connects transaction and trading securities regulations by strictly following the rules, regulations, and orders of the Stock Exchange of Thailand.

Section 3 – Roles of Stakeholders

The company realizes the importance of all groups of stakeholders. The rights of stakeholders that are established by law or through mutual agreements are to be respected. Stakeholders consist of shareholders, employees, creditors, debtors, customers, auditors, independent assessors, and communities which are equitable treated each group.

- The company provides CSR Report, focused on customers, suppliers, competitors and human rights, as a part of Annual Registration Statement (Form 56-1), Annual Report (Form 56-2) and can be download from the company's website.
- The company has set policies to the stakeholders as follows

Customers

- o The Company strictly honors agreement and regularly coordinates with its customers to deliver products of quality matching customers' needs in a timely manner. Besides, the customer confidentiality policy has been announced to all employees.

Employees

- o The company recruits, adopts, and hires staff based on qualifications, experience, and competence for suitable positions as well as equally promotes their career advancement. The Company provides a full range of social welfare services and benefits to our employees such as medical expense reimbursement, accidental insurance and provident fund in order to take care of the employees for long-term.
- o The company has provided a safety personal to establish safety and health for employees in the workplace. However, there is no disclosure of accident statistics.
- o The company has set a policy to develop employees' knowledge, skills, and expertise through important training courses and also send all records to the Department of Skill Development of Thailand.
- o The board of directors has policy irrelevant with human right in social responsibility report.

Government

- o The Company not only strictly follows the provisions of laws and regulations issued by supervisory agencies but also supports public-sector projects to foster the best interests of society.

Suppliers

- o The Company treats all suppliers fairly and appropriately as well as offers an opportunity for new suppliers to present their products and services.
- o The company has no written policy about performing with creditors. However, the company complies with the terms of loans and obligations to its creditors such as business creditors as well as strictly follows contracts and laws.

Competitors

- o The Company treats its competitors professionally and fairly. Besides, the company participates in the establishment of the Business of Creative and Event Management Association (EMA) which aims to set a standard of event business quality and provide the knowledge to public.

Society

- o The Company has set policies to benefit the society in the fields of art and culture such as being a sponsor of the Bangkok Sculpture Center, non-profit organization that promotes and supports local Thai sculptors. At the center, visitors can see a number of sculptures by local artists with free of charge.
- o Even though the company has not yet complied with an environmental management standard (ISO), the company persuades employees to aware of environmental issues. Furthermore, a policy regarding re-use of such materials is introduced to employees.
- The company's information technology department has set a policy which informs employees to avoid copyright and intellectual property violations.
- The company has not yet applied for the certification of its anti-corruption compliance program. However, the board of directors places importance on countering corruption and has assigned the management team to study and apply a code of conduct for suppliers about anti-corruption compliance program.
- The Board of Directors evaluates the corporate fraudulent risks via an Auditor assessment and controls against corruption. Besides, the Audit Committee has reviewed the internal control measures including the supervision on compliance with the principle of anti-corruption measures as well as the risk assessment. It has also provided recommendations and reported on review results to protect against corruption measures to the Board of Directors. The results of the internal audit carried out in accordance with the principle of anti-corruption measures revealed no weakness or defect in the internal control system in material matters, and the Audit Committee is of the opinion that the Company has appropriate internal control system, sufficient supervision of risk to protect against corruption measures.
- The company not only allows participation of stakeholders to report dishonesty or non-compliance with their rights but also set a whistleblowing policy for an employee who exposes any kind of information or activity that is deemed illegal, unethical, or not correct within an organization directly to the internal audit department via Email: cia.cmogroup@gmail.com or the company secretary department via Email: csi.cmogroup@gmail.com. The company assures to secretly investigate and all information will be keep confidential.

- The company has set a remuneration policy including salary and annual bonus, in line with the company's operating results and the performance of each employee.
- The company strictly follows all applicable laws, rules, and regulations of all stakeholders including labor, customers, competitors and environment. Besides, the company has never violated any laws and regulations and never penalized by Securities and Exchange Commission and the Stock Exchange of Thailand due to non-disclosure important information in timely manner.

Section 4 – Operational Transparency and Information Disclosure

The company emphasizes on operational transparency and disclosure of sufficient information that affects the decisions of the investors reliably, regularly and in timely manner.

- The company has elucidated the top 10 lists of major shareholders including board of directors and executives in the annual report.
- The Company has reported the significant information via the SET Form 56-1 and annual report 56-2 as well as its website within 120 days since the end of accounting period.
- The company's annual report consists of complete information useful for shareholders. Its detail is covered as follows:
 - o Objectives and goals of the company
 - o Financial statement and performance including financial analysis, the industry and competency analysis report
 - o Business structure including direct and indirect holding through the company, subsidiaries, associates, jointly-controlled entity and other companies
 - o Business risks analysis, effect and protection against risks
 - o Good corporate governance practices
 - o Dividend policy including reasons, rate of payment and related information.
 - o The information regarding directors and independent directors such as names, qualifications, experience, roles, meeting attendance.
 - o Disclosure of remuneration for each director and total remuneration for all executives. The board of directors carefully considers on remuneration of the board directors and executives. Such remuneration is in the same level as that offered by other companies in the industry and good enough to attract and keep qualified directors.
 - o The training records of each director.
 - o Disclosure of connected transactions including names, relationship of the connected persons and also pricing policy complied with the regulations of the Stock Exchange of Thailand and Securities and Exchange Commission and approved by the board of directors.
 - o A policy governing conflicts of interest, the company has assigned the directors and the top 4 lists of executives to present the conflict of interest report according to the Stock and Stock Market Act B.E. 2551 (A.D. 2008)

- o A policy which the Board of Directors will monitor all required actions in accordance with the related measures. Any changes in the shareholding of a director or top executive must be reported in every Board of Directors' meeting. Besides, the company discloses the shareholding of a director or top executive at the beginning, during and the end of year.
- o The financial statements which are reviewed and expressed unqualified opinion by external auditor, accepted by the Securities and Exchange Commission Thailand. The company also reveals audit fees including other fees (if any)
- Apart from the SET Form 56-1 and annual report 56-2, the company has other channels for communicating with shareholders as follows
 - o The Investor Relations Department in order to coordinate with shareholders, property analysts, stock analysts, relevant government agencies, and general people in order to present them information and make them confident that the company is able to disclose important and correct information in a timely and transparent manner.
 - o The company's website <http://www.cmo-group.com> in both Thai and English which contains company's information, news, financial statements, major shareholders, company's structure, directors and executive information, investor relations, company's regulation, annual report etc.
 - o Press conferences and the executives interview about business circumstance
- During year, the company has delivered the financial statements in timely manner and never been decreed to rectify the financial statement by the Securities and Exchange Commission Thailand.

Section 5 – Responsibilities of the Committee

The company's board of directors consists of members with such qualities as leadership, vision, experiences, and expertise in required fields to facilitate the company operation and to best benefit the shareholders.

- The directors and management executives participate in the company operation to assure that the policies, directions, strategies and management structures are efficient and effective. Furthermore, the directors and management executives also participate in the mission and vision statements which are reconsidered every couple of years.
- The company has developed the code of conduct for the directors, executives and employees in writing. In order to be aware of it and use it as the guideline for execution of their duties honestly and morally and must not use the insider information as personal interest. The company has disclosed the code of conduct in its website
- The directors will hold the position for a term of three years.

- The company has not set a policy to limit a period of the independent director. However, when the independent director holds a directorship over 9 years, the company will convince shareholders that the director is still able to perform a directorship independently.
- The Board of Directors is composed of six directors, three of which are independent directors. The company discloses information on the appointment of each director including position start date to shareholders in the SET Form 56-1 and the annual report 56-2.
- The directors or management executives have never been an auditor of the company, subsidiary, associate, major shareholder or controlling person, and not be a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the company, subsidiary, associate, major shareholder or controlling person.
- There are five directors who are not a member of management and have a full understanding of accounting, finance, law, architecture and business management.
- The board of director has no any independent director who takes a position as director for more than 5 listed companies.
- There is no director, who is a member of the management, holds a directorship more than 2 companies.
- The Board of Directors participates in the company's operation which complies with the Securities and Exchange Act, the rules and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission. This year, no record of the Board of Directors who has violated the rules.
- The company has not yet established a compliance unit however, a company's secretary is assigned to suggest about laws and regulations that the committee needs to know and comply with.
- The Audit Committee takes responsibilities to review of the internal control system through the internal audit department which reports directly to the audit committee. The qualifications and experience of the internal audit manager are disclosed in the Company's annual report.
- The company discloses the report of audit committee which provides information as follows:
 - o Disclosure of each audit committee meeting attendance
 - o Review of the internal control system through the internal audit department, reports directly to the Audit Committee.
 - o Review and consideration of the financial statement which is prepared under the accounting standard accepted nationwide. Appropriate accounting policy will be selected. Preparation of the financial statement will be performed in a regular and careful manner. Sufficient information will be disclosed in the notes to the financial statements.

- o Review company's compliance with the Securities and Exchange Act, the rules and regulations of the Stock Exchange of Thailand as well as other related laws.
- o Selection and appointment of external auditor, accepted by the Securities and Exchange Commission Thailand.
- o The conclusions / comments on the internal control system
- The company has not revealed a procedure of director recruitment. In practice, however, the board of director has a discussion to nominate an appropriate person. Once the new director is adopted, the company will inform to the Stock Exchange of Thailand and the Securities and Exchange Commission.
- The company engaged a consulting firm to explore a candidate nominated for independent director at first time. To ensure that the company obtained an independently experienced director.
- New directors will be orientation about all important information for the company.
- The Company supports all directors to participate in training courses which are appropriate for directors. All directors must attended training conducted by Thai Institute of Directors Association (IOD). The directors training programs are also disclosed in the Annual Report.
- The company promotes the training and education for those related to supervision of the company's business operation, including the executives, secretaries, and internal audit unit, for improvement of their performance. Related persons are encouraged to participate in the training arranged by the Stock Exchange of Thailand or relevant associations.
- The company has followed the Public Company Limited Act, which requires the board of directors to hold at least one meeting every three months. The board has prepared the meeting in advance and called for additional meeting as necessary. In 2018, there were 6 meetings of the board of directors. The average attendance of the meetings is 75 percent.
- The secretary informed the directors for the meeting date and sent them the agendas and documents at least 5 days in advance. Each Meeting, the directors are allowed to express their opinion independently. Besides, the company has set a quorum in which directors at least two thirds have to attend the meeting.
- The company has never impeded the independent directors to conduct self-meeting which is usually before the audit committee meeting as necessary.
- The Risk Management Committee has been established and a risk management policy was written and approved by the Risk Management Committee. The Risk Management Committee consists of the head of each departments and the chairman is Mr. Anant Gatepithaya, an independent director. A Risk Management conference was held to be ensured that risks will be carefully determined and continuously monitored.
- The company discloses its Internal Control which is considered by the audit committee in the SET form 56-1 and the annual report 56-2.

- The board has a policy to avoid connected transactions or any transactions that may cause conflict of interest. However, in the event of a connected transaction, the company has assigned relevant divisions to gather information relating to such connected transaction to present to the audit committee who will consider and present the opinions concerning such matter to the board of directors and the shareholders for approval, which complied with the regulations of the Stock Exchange of Thailand and Securities and Exchange Commission. Besides, the stakeholders of such matter will not be allowed to make an approval vote.
- The company has set the responsibilities of directors and also discloser authorities level in Annual Registration Statement (Form 56-1), Annual Report (Form 56-2).
- Currently, the company has not yet established other sub committees such as Remuneration Committee, Nomination Committee. However, the Board of Directors has realized their importance and may place consideration to institute other subcommittees in an appropriate circumstance.
- The company provides a secretary who is assigned to suggest about laws and regulations that the committee needs to know and comply with. Currently, the company secretary is Chief Financing Officer, who educated in the field of finance, her qualifications and experiences are also disclosed in the company's annual report.
- The company's Board of Directors has appointed an audit committee, consists of three independent directors according to regulations set by the Stock Exchange of Thailand. Besides, qualifications and experiences of the Audit Committee are disclosed in the company's annual report. There is a President of Audit Committee who has knowledge, expertise and experience in the fields of accounting and finance.
- The Audit Committee performed its duties independently, as assigned by the Board of Directors in accordance with the Audit Committee Charter to verify the adequacy of corporate governance in line with the regulations and good practices guideline for the audit committees of the Securities and Exchange Commission and the Stock Exchange of Thailand. These duties included reviewing the financial statements and corporate governance practices, assessing the risk management system, internal control and internal audit systems and fraud investigations, proposing the appointment of external auditors as well as providing comments on the appointment, removal, transfer, or dismissal of the head of the Internal Audit Department.
- The Audit Committee holds at least one meeting every three months regularly. In 2018, there were 4 meetings of the Audit Committee. The meeting attendance is disclosed in the report of Audit Committee. During year, two directors attended every meeting whereas the other director attended two meetings. The average attendance of the meetings is 83 percent.
- Currently there are only Audit committee and Risk Management Committee established in the company. However, the company may establish other committee if necessary.

- The company has Risk Management Committee and the president is an independent director. Other member came from 14 business units in company.
- The Board of Directors consists of six members in which three of them are independent members (50%). Besides, the company supports female director with professional qualifications to the position of the Board of Directors. Currently, chairman of the company is Miss Anusra Chittmittrapap.
- There are five directors who are not the company executives (83%).
- The company discloses a definition of director independence which complied with the standard set by Securities and Exchange Commission and the Stock Exchange of Thailand in the SET 56-1. The Independent directors shall not be an employee and not be a person related by blood or legal registration of an executive, major shareholder in order to be exactly independent.
- Currently, the annual report has not yet contained a report on the Board of Directors' responsibilities for Financial Statements published in. However, the company provides a report on Management Executive's Responsibilities together with an Independent auditor's report for Financial Statements.
- With the shareholder's approval, the Company used to offer a right to their executives and employees who have over 5 years working period for purchasing company's shares as long-term incentive. The right would be expired within 3 years and the exercise price was not higher than the market price at the time of allocation. Besides, the right had been distributed to the appropriate hierarchy of the different executives.
- The company has not yet applied for the certification of its anti-corruption compliance program. However, the board of directors has placed importance on countering corruption and assigned the management team to study about anti-corruption compliance program. Furthermore, the Audit Committee has reviewed the internal control measures including the supervision on compliance with the principle of anti-corruption measures as well as the risk assessment. It has also provided recommendations and reported on review results to protect against corruption measures to the Board of Directors. Previously, the company and the management executives have not been convicted of violating security or stock exchange laws by an agency with authority under that certain law. Such wrongful acts include those involved with unfair trading in shares or perpetration of deception, fraud corruption or immoral.
- The company has never had an incident which its executives resigned fallout from an issue of corporate governance. Besides, the directors have never been disgraced due to responsibility failure.

8.1 Confidentiality and use of internal information

The company recognizes the importance of protecting the company's internal information to private interests and external information to protect against impact damage that would be caused to the company's reputation and business. Prohibiting to do trading 2 weeks before financial announcement to public as well as not trading securities within 7 days. In order to maintain the company's confidentiality and prudence is necessary, the cooperation of employees at all levels are is considered to be important. If employees disclose sensitive information of the company, they shall be guilty according to the disciplinary regulations of the company.

8.2 The remuneration of the external auditors

8.2.1 The remuneration of the external auditors

The company and sub-company paid for the external auditor's remuneration in 2018 to ANS Audit Company Limited totally 2,719,064 Baht.

Unit : Baht

Type of Return	2018	2018	Increase/Decrease	
	Budget	Actual	Baht	%
Audit fees	1,330,000	1,607,060	277,060	17.24%
Audit fees (Subsidiary)	1,060,000	1,112,004	52,004	4.91%
Other Service fees	-	-	-	-
Total	2,390,000	2,719,064	329,064	13.77%

8.2.2 Other Fees

- None -

CORPORATE SOCIAL RESPONSIBILITY

9.1 Policy and Overview

The policy of the Board of the Directors in operating the business of the company and subsidiaries is not only to gain benefits for the company, but also to be aware of corporate social responsibility and environment as well as the stakeholders, as signified in many activities organized jointly by the company and employees in the past year.

(1) Fair Business Operation

The principles that the company always adheres to when operating its business are fair and equal practice, both with business partners and clients, to perform duties honestly, by encouraging all employees to abide by the policy and business integrity, to be honest and transparent, not to seek personal benefits that are disaccord with the benefits of the company and the stakeholders, including keeping business confidentiality.



(2) Anti-Corruption

The company has a concrete policy to promote anti-corruption, both at internal and external levels, emphasizing on the acknowledgement of the policy by management of every unit. Then, the management shall convey it to all levels of employees how to behave straightforwardly, with righteousness and accountability in their duties strictly, not to involve in all forms of corruption.

Moreover, company has the notice box for everyone to share their opinion, comment and advice or corruption information directly to management.

(3) Respect in Human Right

The company complies strictly with the Labor Law, treats all employees fairly and equally without any prejudice or discrimination by gender or religion. There shall not be neither obstruction nor privilege bestowed upon any particular person as special case as a result of differences in nationality, religion, gender, age, language, physical or health condition as well as social status, social belief or social opinion.

The company promotes employee participation in order to create good working relation. There is a procedure to follow up, monitor and control to prevent business operation of the company and its employees from acting or taking part in ignoring and violation of human right.

(4) Fair Practice to Employees

The company is well aware of how precious resource each employee is to the company, as a drive to move forward the company to grow securely. Therefore, the company attends to and treats all employees equally including supporting development of different aspects of potentialities for self-development and progress.

In 2018, the company organized activities in promoting and developing of personnel in the following major areas, namely

1. Medical Checkup: Proper programmes were provided to match the age ranges of employees. For convenience, the medical checkup was delivered by a hospital to the office premise. In case, any employee was absent on the date of medical checkup, such employee could go to the hospital for the service free of charge.

In addition, the company negotiated with the hospital for extra privilege for checkups of other items besides the items specified in the programmes at special rates.

2. Provision of additional welfare beyond what is stipulated by law such as medical treatment as in or out-patient, insurance coverage for dental treatment, eyesight care including group accident insurance, welfare contribution for various occasions (marriage, ordination, and funeral).
3. Provide loan sources for domicile at special rate
4. Encourage saving of employees by establishing voluntary provident fund
5. Support training courses and seminars for employees both in-house and outside the company to gain additional knowledge relevant to jobs and duties.
6. Organize activities that promote corporate internal relationship such as New Year parties, make merit to monks (photos of activities), team building (photos of activities), to build up solidarity among employee.
7. Provide fitness room with professional trainer for common use.

(5) Responsibility for Customers, Investors, Partners, Employees, and Other Stakeholders

The customers, investors, partners, employees, and other stakeholders should be treated equally under accurately disclose, transparency and timely information. We also provide standard services to serve customers' need and lead to gain revenue and business sustainability.

It is more than just well-accomplishment of jobs as expected by the clients. The company is pleased to give advice and assistance for improvement even for the job which is not under the company's responsibility. This is because the company works together with clients as partner, not just to work as hired.

Responsibility for the Stakeholders Engagement

Building relationship with Stakeholders, divides Stakeholders into 8 groups, including Shareholder, Customer, Business Partners, Business Competitors, Creditors, Employees, Community and Society and Competitor.

Communication Channels with Stakeholders

Stakeholder	Communication	Expectation	Feedback	Result
1. Employee	<ul style="list-style-type: none"> - Activities and seminar - Other communications - Job's evaluation 	<ul style="list-style-type: none"> - Progress in career path - Suitable benefits - Good welfare - More knowledge 	<ul style="list-style-type: none"> - Treating employees equally and impartially - Providing suitable/appropriate provident fund and benefits - Providing applicable training course for employee's individual development. - Providing employee engagement activities 	<ul style="list-style-type: none"> - Engaged employee - Reduce employee turnover - Employee feel secure and happy with their job and workplace.
2. Customers	<ul style="list-style-type: none"> - Customer's need - Set up a good procedure's standard 	<ul style="list-style-type: none"> - Quality service - Customer confident 	<ul style="list-style-type: none"> - Completeness & Efficiency service - Improve employee's skill - Technology + Innovation + New Idias 	<ul style="list-style-type: none"> - Customer's satisfied - Fasinat and be come a permanent customer - Partnership
3. Partners	<ul style="list-style-type: none"> - Procurement Department - Exchange ideas and suggestions - Share knowledge and working skill 	<ul style="list-style-type: none"> - Good procurement process - Follow the conditions - Act business partners with fairness 	<ul style="list-style-type: none"> - Strictly operation - Can trustworthy and audit - Payment on due 	<ul style="list-style-type: none"> - Have a good partnership - Ongoing business - Gowthing together - Partnership
4. Bank	<ul style="list-style-type: none"> - Company visit - Other informations 	<ul style="list-style-type: none"> - Comply with Bank's regulations 	<ul style="list-style-type: none"> - Loan repayment on time 	<ul style="list-style-type: none"> - Support our business continuously
5. Shareholder, Investor, Analyst	<ul style="list-style-type: none"> - Annual General Meeting - Annual report - Investor Relation - Company visit 	<ul style="list-style-type: none"> - High return - Stock valuation - Act to all shareholder equally - Business' Growth 	<ul style="list-style-type: none"> - business profits - Good governance - Act to all shareholder equally - Investor Relation team - Disclosure 	<ul style="list-style-type: none"> - Keep on support - Trusting
6. Social & Community	<ul style="list-style-type: none"> - Bangkok Sculpture Center 	<ul style="list-style-type: none"> - Art's Knowledge - Academic's Knowledge 	<ul style="list-style-type: none"> - Have an intern - Share knowledge and skill of event management 	<ul style="list-style-type: none"> - Academy and community appreciate - Nice relationship with community - Interested form new generation
7. Environment	<ul style="list-style-type: none"> - Reduce energy by other chanel - Energy saving campaign 	<ul style="list-style-type: none"> - Participate in energy saving campaign 	<ul style="list-style-type: none"> - Save energine campaign - Paper useless 	<ul style="list-style-type: none"> - Employee realize the value of resources - Cost Saving
8. Competitors	<ul style="list-style-type: none"> - Annual report - News from other media 	<ul style="list-style-type: none"> - Fair competition - Do not seeking confidential information from competiors bycorrupt ways 	<ul style="list-style-type: none"> - Business policy 	<ul style="list-style-type: none"> - Ethical business

(6) Keeping the Environment

The responsibility towards environment is another subject which the company gives priority to, by attending to both internal and external levels.

Internal

1. There is a campaign on energy saving for common interest such as switch off electricity-turn off water supply when not in use, turn off air conditioner during lunch time, turn off computers when not in use.
2. Clean air conditioner regularly
3. When purchase new equipment, consider working function and energy saving feature
4. Reduce unnecessary paper usage
5. Sort garbage before disposal
6. Has concern about reducing use of energy to help the environment. Our new office building is designed to have a glass wall to help lower lighting use in daytime.

External

1. Select materials that can be recycled for building structure, taking into consideration the least garbage disposal
2. When there are a great number of project staff, a central service point for food and drinking water is provided in order to reduce quantity of garbage and food containers

(7) Participation in Community and Social Development

Participation in community and social development is widely-opened for all employees who can propose various projects to call for cooperation from colleagues. In the past year, there were a lot of projects that completed successfully with the cooperation of every employee such as the donation in kind for a home for orphans, merit making, the improvement of residential units for orphans.

(8) Innovation and Publication

Company always considers to deliver works which match up with client satisfaction and not increase pollution to environment. Most of the event, team will choose reuse material such as using LED Screen replace Ink Jet on vinyl plastic or Wood Screen. LED Screen can be used and adjust in various direction.



9.2 Activity for social and community

9.2.1 Art Knowledge

The Bangkok Sculpture Centre is a non-profit private organization, established to promote Thai art. The center is privately funded and open for public visit.

Bangkok Sculpture Center is a non-profit private organization, established to promote Thai art by presenting the long journey of Thai sculpture history. This center is free admission for public, students, and college students including the media channels.

Bangkok Sculpture Center is in the corporate social responsibility of CMO Public Company Limited with a utility area of 4,000 square meters. The collection showcases remarkable sculptures from the ancient Buddhist art era to the present time with more than 200 art pieces.

Bangkok Sculpture Center aspires to promote and support sculpture art of Thailand by gathering the important Thai sculptures, lending the sculptures for public display and organizing exhibitions. At present, Bangkok Sculpture Center has a branch at Bangkok Art and Culture Centre that facilitates and attracts more visitors. Bangkok Sculpture Center's branch organizes the temporary exhibition 3 times per year.

For more information, please visit <http://www.bangkoksculpturecenter.org>



In 2018, Bangkok Sculpture Center on Nuanchan Rd (Soi Nuanchan 56) welcomed more than 4,200 visitors and Bangkok Sculpture Center's branch has 35,620 visitors.



9.2.2. Academic Knowledge

Due to CMO Group PLC is leading company of providing ultimate experience and managing events with holistic solutions in Asian by focusing on "creativity" which is our business philosophy for more than 3 decades. As a result of this importance, many leading of academic institutions and universities around country are interested to study our operation and academic lecture for instances event management, creativity thinking and completed media solution as well as branding and cooperate communication skill.



CMO Group PCL play a role as a second school for students by arranging specialists in different expertise to become lecturers in order to provide knowledge, skills and experiences beyond the class at the school or university. The course will include event management from beginning design, preparation, finding equipment and human management, the purpose is to make students understand clearly in job design and operation.



In 2018, there were many faculty and students more than 30 institutions in both public and private sections to visit us by each of visit is free of charge.



INTERNAL CONTROL AND RISK MANAGEMENT

CMO Public Company Limited has established suitable and efficient internal control and internal audit system that governs the financial, management and operational aspects for greater effectiveness and efficiency in accordance with related laws and regulations. Meanwhile, an emphasis is placed on continuous improvement according to COSO (The Committee of Sponsoring Organizations of Treadway Commission). The Audit Committee has been established to assure internal control measures as well as providing advice and reporting on audit result to the Board of Directors of the Company on a regular basis. In addition, the Company has been audited to ensure a correct financial report with sufficient disclosure as well as compliance with the Securities and Exchange law, the regulations of the Stock Exchange of Thailand and business relating laws.



Registration system
for Essilor 12th Anniversary
by CMO



The company has appointed the Audit Committee, comprised of three independent directors, which performs duties and responsibilities in accordance with the Audit Committee Charter. Operation of the Audit Committee is consistent with the regulations of the Stock Exchange of Thailand and Securities and Exchange Commission by using the internal audit department as a tool. The head of Internal Audit and the audit committee secretary is Mr. Vuttiphan Tanametanon, Internal Audit Director, which has been appropriately considered by the Audit Committee. To be an independent department, the Audit Committee will consider appointing, promoting or dismissing the head of internal audit as be defined in the Audit Committee Charter.

The Audit Committee plays a key role in approving the internal audit plan, reviewing the report of the audit results and providing recommendations for efficient and effective practices. Consequently, the internal control system can be assured that it has efficient and suitable practices with current business circumstances. Furthermore, the Audit Committee performed duties to review the quarterly and annual financial statements and also connected transactions between the company and its subsidiaries and related parties to ensure that the company has a good corporate governance. In the opinion of the Audit Committee, the company has a good business supervision system in accordance with the corporate governance principles and appropriate and sufficient internal control system. The internal control system has presented no transactions that essentially affected the company.

Besides, the Company's auditor is ANS Audit Co.,Ltd, which had audited quarterly and annual financial statements of 2018 as well as the Company's internal control. The auditor has not found any observation and defects which would have any significant impact on the Company's financial statements.

The Board of Directors determined the internal control which has been analyzed by the Audit Committee. This can be concluded that CMO Group has designed and developed its internal control system in efficiency and effectiveness. The organization chart has been determined appropriately with the business plan and business environment. Each department has its responsibility and can be independently verified each other. Besides, a risk management is one of the agendas placing in an administrative conference to be ensured that risks will be carefully determined and continuously monitored. Besides, the company recruits, adopts, and hires staff based on qualifications, experience, and competence for suitable positions. As a result, the company assures that the internal control system is efficient and suitable practices with current business circumstances and also complies with the Securities and Exchange Act, the rules and regulations of the Stock Exchange of Thailand as well as other related laws.

Name Mr. Vuttiphan Tanametanon
Age 42
Position Internal Audit Director
Education Master of Commerce, Major in Marketing,
Minor in Accountancy, The University of Sydney
Bachelor's Degree in Accountancy, Kasetsart University

Experiences & Special training courses

Experiences

- 2015 – Recent : Internal Audit Director, CMO Plc.
- 2013 - 2015 : Senior Internal Audit Manager, CMO Plc.
- 2010 - 2013 : Internal Audit Manager, CMO Plc.
- 2004 – 2010 : Senior Internal Auditor, CMO Plc.
- 1999 - 2002 : Internal Auditor, Siam Cement Public Company Limited

Special training courses

- 2018 : Leadership Development Program, Perfect Training Institute
- 2018 : Risk Management and Internal Control Program,
Thai Listed Companies Association
- 2017 : A guide to join Thailand's Private Sector Collective Action
Coalition Against Corruption (CAC)
- 2015 : Strategic Risk Management : Thailand Productivity Institute
- 2014 : The Challenging of Sustainable Development for
Audit Committee, SEC
- 2014 : Roundtable Discussion : Practical problems of
Risk Management and Internal Control System,
Risk Management and Internal Control Club,
Thai Listed Companies Association
- 2010 : The Cognizance of Corruption,
Federation of Accounting Professions
- 2007 : Are you ready to be a good internal auditor?,
The Institute of Internal Auditors of Thailand
- 2006 : What an auditor can do in order to help the Audit Committee?,
Federation of Accounting Professions
- 2005 : Internal Audit with Value-Added in the organization,
The Institute of Internal Auditors of Thailand
- 2005 : ICT Management Forum 2006 : Risk Management,
The Institute of Internal Auditors of Thailand
- 2004 : Improving internal control in order to be a public company,
ANS Audit Co.,LTD

RELATED PARTY TRANSACTIONS

11.1 Connected Transaction

The Company had business transactions with related parties. These parties are directly and indirectly related through common shareholding and/or directorship. The financial statements reflect the effects of these transactions on the basis determined by the Company and the parties concerned. For the years ended December 31, 2018, the significant transactions with related parties can be summarized as Finance Statement disclosed in Item 5 of the notes to financial statement. This connected transaction was in pursuant to normal business transactions. The price of which was mutually agreed and at the proper market price.



The followings present relationships with enterprises and individuals that control or are controlled by the Company, whether directly or indirectly, or have common directors or shareholders with the Company.

Related parties	Nature of relationships	% Equity interest owned by the Company	
		2017	2016
PM Center Co., Ltd.	Subsidiary company	99.99	99.99
The Eyes Co., Ltd.	Subsidiary company	99.95	99.95
Exposition Technology Co., Ltd.	Subsidiary company	40.00	40.00
Momentum S Co., Ltd.	Subsidiary company	56.99	56.99
Muse Corporation Co., Ltd.	Subsidiary company	69.99	69.99
Imaginia Co., Ltd.	Subsidiary company	100.00	100.00
CMO Show Crop Co.,Ltd.	“Joint Venture“	39.29	39.29
Rightman Co., Ltd.	Common directors and shareholdings	-	-

During the years ended December 31, 2018 and 2017, the Company had movements on loans to related parties as follows:-

	Unit: Thousands Baht			
	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
Short-term loans to related parties				
Subsidiaries				
Balance at beginning of the years	-	-	103,100	91,700
Increase during the years	-	-	27,500	35,600
Decrease during the years	-	-	(36,400)	(24,200)
Total short-term loan to related parties-net	-	-	94,200	103,100
Long-term loans to related parties				
Join venture				
Balance at beginning of the years	35,580	-	35,580	-
Increase during the years	25,977	35,580	25,977	35,580
Total long-term loan to related parties	61,557	35,580	61,557	35,580
Decreased share of loss from investments in joint ventures over cost of investments during the periods	(20,826)	-	-	-
Less : Allowance for long-term loans to related parties	(1,781)	(1,781)	(1,781)	(1,781)
Total long-term loan to related parties-net	38,950	33,799	59,776	33,799

- This transaction is a providing financial assistance to subsidiaries and Joint Venture Company.
- Company was charge interest rate at MOR to MOR +1 per annum for subsidiaries and 5% per annum for Joint Venture Company.



Techsauce Global Summit 2018
Video presentation by The Eyes

11.2 Approval Procedure for Entering into a Connected Transaction

The company or subsidiaries may enter into a connected transaction with a person who may have conflict of interest with the company when approved by the board of directors or the meeting of the shareholders prior to entering into the transaction. Thus, it depends on the size of the transaction as stipulated by the Stock Exchange of Thailand. However, the connected transaction that the directors or the persons who may have conflict of interest or any other conflicts of benefits with the company, the directors who have interest from entering into such connected transaction shall be precluded from having voting rights in this matter. For this purpose, this execution shall not be in the nature of authorization that entitle an acting person to approve the transaction for the directors or the person who may have conflict of interest or conflicts in any form of benefit with the company or subsidiaries. Except, it is the normal business transaction or the transaction that have been approved by the resolution of the board of directors meeting attended by independent directors and the framework for consideration had been clearly set.

11.3 Policy on Entering into a Connected Transaction in the Future

Audit Committee and the company shall jointly supervise the connected transaction that shall take place in the future to ensure that it is reasonable and approved in pursuant to the procedure and the Notification of the Stock Exchange of Thailand and to disclose the information on the connected transaction clearly.

MANAGEMENT'S DISCUSSION AND ANALYSIS

Overview- Operation performance, financial status and significant change

In the year 2018, total service revenue of CMO group was Baht 1,449.10 million, increase from Baht 1,362.24 million in 2017 or about 6.38% increasing. Due to, entitle of marketing situation was being continue recover into normal circumstance. Many industries were active in marketing campaign by using event marketing, during year 2018.

In overall of 2018, the economic environment and political pressure were getting better from year 2017. Even though, there was some tension from trade war but it was not much affect to internal economic. Many businesses were step forward in their marketing strategy such as Retail Marketing Business, Consumer Product and Entertainment Business. These caused good effect to CMO Group. In Year 2018, CMO Group had many new big projects which was launching, Road Show and Learning Center.

For other income in 2018 was decrease by 35.59% from year 2017. Mainly, it was venue rental for commercial and TV's series and special case in each year such as selling used equipment.

As at 31 December 2018, CMO Group had total assets amounted Baht 1,156.92 million compare to the year 2017 at Baht 1,180.33 million. Total liability was Bath 707.60 million in year 2018 compare with Baht 733.45 million in year 2017.



Thai Fight
Visual Effect, Lighting,
Audio System & Special Effect
Operated by **PM Center**

1. Results of Operations

1.1 Revenues

In 2016, CMO group had revenue from service Baht 1,449.10 million increased from 1,362.24 in 2017 by Baht 86.86 million or 6.38%. This increasing was caused by the recovery of internal country's economic and new clients as were mention. Especially, the 4th quarter was the most peak period of marketing events.

Source of CMO group's revenue in 2017 compare to 2016 was as follow :

Business	Sale (Million)		Change	
	2018	2017	%	%
Event Management	793.70	679.85	113.85	14.34%
Equipment Rental	597.45	637.97	-40.52	-6.78%
Multimedia	30.82	22.63	8.19	26.57%
Playland	27.12	21.79	5.33	19.65%

Form the table shown revenue from Event Management Service was increased about Baht 113.85 million in year 2018. Due to, CMO Group had many big Project and Road Show Project continued during the year 2018 such as Luxury Department Store, International Conference or Learning Center. In part of Equipment Rental in year 2018, the revenue was Baht 597.45 million compare with Baht 637.97 million in year 2017. Multimedia Business revenue was increased from Baht 22.63 million in year 2017 to Baht 30.82 million in year 2018 by expanded to new clients in new industry. For Playland revenue, there was very close amount from year 2017 at Bath 27.12 million in year 2018.

1.2 Cost of services and Gross Margin

Cost of services was slightly decreased from 76.6% in year 2017 to 75.9% in year 2018. Due to, Group of company has continued cost efficiency campaign from the year, which gave good result.

1.3 Selling and administrative expenses

Selling and administrative expenses was Baht 211.08 million or 14.6% of total revenues in 2018 compare with year 2017 which was Baht 205.90 million or 15.1% of total revenues. Due to, group of company had also continued cost reduction campaign which has good participation. Beside, company was acknowledged the allowance for doubtful accounts of investment in Joint Venture Company.



Downy Premium Perfume Beads Press Conference by CMO

1.4 Financial Expense

Group of company has continually decreased in financial expense from year 2017. Company was reorganized cash flow both account receivable and account payable by using appropriate financial instrument. In 2018, CMO group had financial costs Baht 24.28 million compare with year 2017 that had finance costs Baht 25.40 million or 4.40% decreasing.

For allowance and impairment in 2018, there was recorded the allowance for doubtful accounts of investment in Joint Venture Company. There was adequate impairment on investment which was evaluated by external auditor and the company regarding to future revenue and benefit.

1.5 Net profit

As a result of revenues, cost of service, selling and administrative expenses and finance cost as above, CMO group had net profit Baht 64.69 million in 2018, which divided into Baht 52.93 million of equity holder of the company and Baht 12.03 million of non-controlling interests, compared with net profit Baht 43.58 million in 2017.

Separate financial statement has net profit Baht 9.68 million in year 2018, compare with net profit Baht 52.70 million in year 2017.

1.6 Return on Equity

	2018	2017
Return on equity (%)	12.99	9.32

Year 2018, consolidated financial statement has shown return on equity (ROE) at rate 12.99 and compare with rate 9.32 of year 2017, which showed continuing growth.

2. Liquidity and Capital Resources

Assets (Unit : Million)	2018		2017	
	Amount	%	Amount	%
Current Assets	395.2	34.16%	406.7	34.46%
Property & Building	437.1	37.78%	460.1	38.98%
Equipment	171.0	14.78%	153.3	12.99%
Others	153.6	13.28%	160.2	13.58%
Total Non-Current Assets	761.7	65.84%	773.6	65.54%
Total Asset	1,156.9	100.00%	1,180.3	100.00%

2.1 Asset

As at December 31, 2018 total assets of the group was Baht 1,156.9 million divided by current assets was Baht 395.2 million and non-current assets was Baht 761.7 million while in the same period of 2017, total assets of the group was Baht 1,180.3 million divided by current assets was Baht 406.7 million and non-current assets was Baht 773.6 million.

The portion of non-current assets was decreased from property, plant and equipment category. Due to, company had sold the obsolete equipment, to save maintenance cost and the depreciation cost of the equipment was done in calculation every year.

2.2 Work in process and Inventory

In year 2018, company has work-in-process and inventory baht 7.12 million which was long period event and museum construction process. Those all were in process of submit and approval. There was not issue in under quality, out of date or deteriorate inventory.

2.3 Quality of Account Receivable

	2018	2017
Account receivable turnover (time)	4.14	4.21
Average collection period (date)	88.19	86.60

Company has credit term policy about 60 days for general client and longer for government client. Year 2018, company has average AR date at 88.19 days slightly increase from 86.60 days in 2017. There was no effect to company cash flow management.

Year 2018, company has long term account receivable over 12 month baht 8.45 million. There are in process of correction and keep monitor from management. Allowance for doubtful accounts policy was appropriately apply as requirement from external auditor and accounting standard.

	2018	2017
Current Ration (time)	0.76	0.72
Debt to Equity Ratio (time)	1.31	1.52

3.1 Investment expenditure and Debt to equity ratio

CMO Group was invested in new buildings, warehouse and studios which were complete since 2014. Company was continued in long-term loan repayment and some were closed. Cause to, debt to equity Ratio was improved from 1.52 times in year 2017 to 1.31 times in year 2018. However, CMO Group still has investment budget for new equipment every year, to keep being leader in rental business.

3.2 Current Ratio

Current ratio was slightly increased from 0.72 times in year 2017 to 0.76 times in year 2018, Due to, company current asset was slightly increased greater than current liability in comparing.

3.3 Leverage and Loan condition

CMO Group has both short and long term loan with financial institute. Most of them were used for internal operation and company investment such as building studios and equipment. All of loan has no significant in Debt to Equity Ratio condition.

3.4 Shareholders' equity

As at December 31, 2018 the total shareholders' equity of the group was Baht 500.06 million increased from Baht 467.50 million in 2017 cause by increasing of Retained earnings and asset appraisal surplus.

In 2018, the group had cash flows from all activities as the following;

- Net cash from operating activities Baht 234.18 million increased from Baht 115.86 million in 2017.
- Net cash used in investing activities Baht 95.97 million which mainly invested in fixed assets and financial providing to subsidiaries and Joint Venture Company.
- Net cash from financing activities Baht 110.04 million, cause by repayment to long term and dividend.

In 2019 the most important of forward looking factor which impact CMO group, as well as event business in overall, is economic factor both of internal and external. But, year 2019 may get better continue from year 2018. Especially in year 2019, this year will has the most important occasion for Thai People. There will be the year of celebrate which good for event business and CMO. Moreover, political environment is slightly decline.

For the infrastructure investment project in year 2019, there might not direct effect to company business. But, government investment will be positive to Thailand economic situation and consumption growth rate. Marketing event will also get bustling. The investment plan will be continuing in many years onward. It could make Thailand's economic and consumption expand.

For the world's economic and political, the situation is decline in overview. Trade war among superpower countries has trend to settlement. This will cause good effect to over the world market environment. Then, Thailand's economic is also receiving that good result too.

4. Forward looking Factors

3. Liquidity and sufficiency of working capital

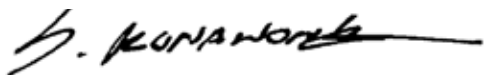


CERTIFICATION OF THE ACCURACY OF INFORMATION

The Company has revised this Annual Information Disclosure document with caution and certifies that the information disclosed herewith is complete, accurate, truthful and does not cause any misunderstanding nor lack any material information that needs to be disclosed. In addition, the Company hereby certifies that:

- (1) The Financial Statements and other financial details summarized in this Annual Information Disclosure document represent accurate and complete information regarding the financial status, performance and cash flows of the Company and its subsidiaries.
- (2) The Company maintains an effective disclosure system to ensure that material information of the Company and its subsidiaries are disclosed accurately and completely, and the Company is also responsible for ensuring compliance with such system.
- (3) The Company also maintains an effective internal control system, and is responsible for ensuring compliance with such system. The Company reported the information about the internal control assessment on 28 February 2019 to the Company's Statutory Auditor and the Audit Committee. This assessment included any important default and any change of the internal control system including any weaknesses which may affect the reporting of the Company and its subsidiaries' financial statements.

Therefore, as evidence that these documents constitute the entire set that the Company has certified, the Company has authorized Mr. Sermkhun Kunawong to initial all pages. If any page is without Mr. Sermkhun Kunawong's initials, the Company does not certify that the information given is the true copy.

Name	Position	Signature
Mr. Sermkhun Kunawong	Chief Executive Officer	



FINANCIAL STATEMENTS

Independent Auditor's Reports

To the Shareholders and the Board of Directors of CMO Public Company Limited

Qualified Opinion

I have audited the consolidated and separate financial statements of CMO Public Company Limited and its subsidiaries, and of CMO Public Company Limited, respectively, which comprise the consolidated and separate statements of financial position as at December 31, 2018, the consolidated and separate statements of profit or loss and other comprehensive income, statements of changes in shareholders' equity and statements of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, excepts for the effects of the matter described in the Basis for Qualified Opinion to the Consolidated Financial Statements section for my report, the accompanying consolidated and separate financial statements referred to above present fairly, in all material respects, the consolidated and separate financial position of the CMO Public Company Limited and its subsidiaries, and of CMO Public Limited, respectively, as at December 31, 2018, and their financial performance and cash flows for the year then ended, in accordance with Thai Financial Reporting Standards (TFRSs).



Got7 2018 World Tour 'Eyes on You' in Bangkok
Visual Effect, Lighting,
Audio System & Special Effect
Operated by PM Center

Basis for Qualified Opinion on the Consolidated Financial Statements

According to Note to the Financial Statement No.10, investment in joint venture in the consolidated financial statements of the Company represent investment in CMO Show Corp Co., Ltd. by using equity method as at December 31, 2018, with outstanding amount of Baht 0.00 million as a result of accumulative loss sharing in joint venture, equaling to the investment in joint venture of Baht 55 million plus the recorded share of loss in exceeding the cost of investment shown as the deduction on long-term loans to related parties in the amount to Baht 20.83 million as described in Note to the Financial Statement No. 5. In addition, the consolidated statement of profit or loss and other comprehensive income for the year 2018 recorded its share of loss from investment in joint ventures of Baht 30.75 million. The Joint venture's financial statements used for the preparation the consolidated financial statements under the equity method were prepared by the company's accounting staffs. I was appointed as the auditor of the joint venture company. However, I have not been allowed to access the operating area of the joint venture from another group of partners. According, I was unable to complete the audit of the joint venture's financial statements. Therefore, I was unable to determine whether there were any adjustments necessary for the said amount.

I have performed the audit according to the accounting standards. My responsibility is described in paragraphs of the auditor's responsibility for auditing financial statements in my report. I am independent from the group of companies in accordance with the code of conduct of the accounting professional as determined by the Federation of Accounting Professions in relation to the audit of financial statements. And I have followed other ethical responsibilities in accordance with these requirements I believe that the audit evidence I have obtained is sufficient and appropriate to serve as a basis for my conditional opinion.

Emphasis of Matters

Without qualifying my opinion on the above financial statements, I draw your attention to Notes to the financial statements as follows:

- a. According to Note to Financial Statement No.5, as at December 31, 2018, the consolidated and separate statement of financial position showed trade account receivables before allowance for doubtful accounts of a joint venture amounting to Baht 30.66 million and Baht 8.03 million, respectively, and long-term loans to related parties before allowance for doubtful accounts in the amount of Baht 61.56 million.

During the years 2018 and 2019, the Group has filed Statement of Claim to the Civil Court, and on January 7, 2019, a subsidiary company reported a cheque case to the police, in order to enforce the joint venture to settle the payment of the trade receivables to the Group.

On February 28, 2019, the Company filed a Statement of Claim for damage in for damages in relation to long-term loans to related parties and investment in joint venture with the group of shareholders who jointly invested with the Company for tort; inducing the Company to invest and to give loans to the joint venture company in which the representations made before the investment are not as claimed and the operation is not in compliance with the joint venture agreement. The management and lawyers of the Company are aware of the foregoing facts and are in the opinion that the Company has a chance to win the case. Furthermore, currently, the companies which the Company shall take action with have sufficient assets to jointly pay for all damages to the Company. The management believe that the ultimate outcome of the case will not cause material damages to the Group in exceed the provision the Group have already provided for as of December 31, 2018.

- b. According to Note to Financial Statement No.28, on August 2, 2018, the joint venture was sued for damages under Black Court Case No. 1453P/2017. The Court of First Instance ruled that the Company must compensate the plaintiff in the amount of Baht 53.97 million. On January 25, 2019, the Company filed an appeal with the Appeals Court, according to Red Case No. 3803P/2518. Legal counsel representing both the Company and the joint venture, as well as the Management of both entities, believe the case will not create material damage to the joint venture.

On November 29, 2018, the contractor sued the Company for damages, in the amount of Baht 53.97 million, according to Black Court No. 1453P/2017. Legal counsel and Management of the Company believe that the outcome of the case will not cause any damage. Therefore, the Company has not provisioned for any liabilities that may arise from the case.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current year. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Loan, and the compliance with the loan covenants

Risks

During the years 2013 to 2018, the Group invested in the construction of two buildings and had continuing investments in equipment. As at December 31, 2018 the Group had outstanding bank overdrafts and short-term loans from financial institutions, as well as long-term loans from financial institutions totaling Baht 329.49 million. Such investments require the Group to have a proper financial plan in order to be able to comply with the various conditions of the loan agreements.

Auditor's Response

I have verified the future estimated cash flows of the Group prepared by Management by considering the appropriateness of the significant assumptions for estimates, such as the appropriateness of the estimated revenues and costs of service as compared with the history revenues and costs of service, the analysis of the growth rate of the revenues and costs of service, testing the estimated revenue with the signed contract, and analysis of the sensitivity of the estimates. Then I considered the Group's ability to comply with the conditions of the loan agreements.

Other Information

Management is responsible for the other information. The other information comprises the information include in Annual Report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The Annual Report for the year is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the Annual Report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Yuttapong Chuamuangpan)
Certified Public Accountant
Registration Number 9445

ANS Audit Co., Ltd.
Bangkok, February 28, 2019

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2018

		Unit: Baht				
		Consolidated financial statements		Separate financial statements		
Note		2018	2017	2018	2017	
ASSETS						
Current assets						
	Cash and cash equivalents	6	46,068,346.01	17,900,682.41	18,955,625.10	1,949,232.05
	Trade and other current receivables - net	5, 7	341,947,818.79	367,596,953.61	173,555,625.49	167,470,380.55
	Current portion of finance lease receivables	5, 8	-	-	4,980,873.03	4,582,048.11
	Accrued dividend income	5	-	-	22,103,332.85	25,241,803.17
	Short-term loans to related parties	5	-	-	94,200,000.00	103,100,000.00
	Inventories - net	9	7,179,608.61	21,165,502.31	5,007,210.31	10,215,878.41
	Total current assets		395,195,773.41	406,663,138.33	318,802,666.78	312,559,342.29
Non-current assets						
	Restricted deposits at banks	16, 19	12,319,289.77	8,249,161.19	4,974,678.86	966,521.58
	Finance lease receivables - net	5, 8	-	-	9,436,310.31	14,417,183.34
	Long-term loans to related parties	5	38,948,980.81	33,798,701.70	59,775,272.91	33,798,701.70
	Investments in joint ventures - net	10	-	12,904,326.23	-	48,999,800.00
	Investments in subsidiaries - net	11	-	-	169,449,400.00	169,449,400.00
	Property, plant and equipment - net	12, 16, 19	608,082,122.00	613,438,421.60	68,407,089.64	78,398,342.74
	Intangible assets - net	13	4,801,042.19	5,867,803.40	2,782,000.00	1,820,000.00
	Goodwill		4,635,859.29	4,635,859.29	-	-
	Deferred tax assets - net	14	4,057,780.41	6,972,007.75	2,657,906.38	5,713,304.52
	Other non-current assets	15	88,881,605.75	87,806,198.24	71,313,578.91	67,329,149.09
	Total non-current assets		761,726,680.22	773,672,479.40	388,796,237.01	420,892,402.97
	Total assets		1,156,922,453.63	1,180,335,617.73	707,598,903.79	733,451,745.26

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2018

		Unit: Baht				
		Consolidated financial statements		Separate financial statements		
Note		2018	2017	2018	2017	
LIABILITIES AND SHAREHOLDERS' EQUITY						
Current liabilities						
	Bank overdrafts and short-term loans from financial institutions	16	260,234,762.22	296,510,976.38	185,707,627.94	191,710,575.40
	Trade and other current payables	5, 17	180,941,972.10	202,866,042.66	102,133,764.23	105,007,103.20
	Current portion of liabilities under financial lease agreements	18	25,624,590.62	14,873,984.91	928,194.44	294,184.07
	Current portion of long-term loans from financial institutions	19	39,424,032.59	35,497,270.20	20,884,199.59	14,260,626.20
	Short-term loan from related parties	5	-	-	-	3,000,000.00
	Dividend payables		12,913,300.07	11,470,985.75	-	-
	Total current liabilities		519,138,657.60	561,219,259.90	309,653,786.20	314,272,488.87
Non-current liabilities						
	Intercompany profit in the outstanding equipment of joint ventures	10	21,603,039.79	24,582,399.55	-	-
	Liabilities under financial lease agreements - net	18	32,802,697.64	18,619,207.03	1,440,044.35	730,495.31
	Long-term loans from financial institutions - net	19	29,834,496.49	55,087,598.24	15,724,496.49	22,437,765.24
	Deferred tax liabilities - net	14	23,341,126.87	26,255,707.99	-	-
	Non-current provision for employee benefits	20	30,139,531.00	27,071,057.00	8,491,333.00	7,851,248.00
	Total non-current liabilities		137,720,891.79	151,615,969.81	25,655,873.84	31,019,508.55
	Total liabilities		656,859,549.39	712,835,229.71	335,309,660.04	345,291,997.42

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2018

Unit: Baht				
Note	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Shareholders' equity				
Share capital				
Authorized share capital				
	255,462,733.00	255,462,733.00	255,462,733.00	255,462,733.00
Common shares 255,462,733 shares at Baht 1 each				
	255,462,733.00	255,462,733.00	255,462,733.00	255,462,733.00
Issued and fully paid-up share capital				
	255,462,733.00	255,462,733.00	255,462,733.00	255,462,733.00
Common shares 255,462,733 shares at Baht 1 each				
	93,569,476.36	93,569,476.36	93,569,476.36	93,569,476.36
Premiums on share capital				
	4,907,142.73	4,907,142.73	-	-
Discount on investments				
	303,380.88	303,380.88	-	-
Changes in the proportion held by non-controlling interests				
	-	-	-	-
Retained earnings (deficit)				
Appropriated				
	13,988,325.35	13,504,539.40	13,988,325.35	13,504,539.40
21				
Appropriated to legal reserve				
	(15,454,992.25)	(42,356,048.91)	9,268,709.04	25,622,999.08
Unappropriated				
	129,490,042.79	129,490,042.79	-	-
10				
Other components of shareholders' equity				
	482,266,108.86	454,881,266.25	372,289,243.75	388,159,747.84
Total shareholders' equity of the company				
	17,796,795.38	12,619,121.77	-	-
11				
Non-controlling interests				
	500,062,904.24	467,500,388.02	372,289,243.75	388,159,747.84
Total shareholders' equity				
	1,156,922,453.63	1,180,335,617.73	707,598,903.79	733,451,745.26
Total liabilities and shareholders' equity				

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2018

Unit: Baht				
Note	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
5, 24	1,449,095,438.62	1,362,236,516.89	626,784,452.65	575,560,573.00
Revenue from services				
Cost of services				
	(1,100,353,463.54)	(1,043,273,172.47)	(477,335,955.72)	(443,396,825.20)
Gross profit				
	348,741,975.08	318,963,344.42	149,448,496.93	132,163,747.80
Other income				
	9,149,952.57	14,205,224.68	20,488,968.44	24,846,935.64
Selling expenses				
	(12,752,340.01)	(6,511,240.50)	(2,029,572.44)	(2,021,586.48)
Administrative expenses				
	(198,326,966.17)	(198,702,557.03)	(150,465,164.22)	(108,168,989.87)
Finance costs				
	(24,278,885.95)	(25,396,767.01)	(13,033,937.80)	(14,073,382.70)
Dividend income				
11	-	-	19,815,808.32	26,640,466.53
Share of loss from investments in joint ventures				
10	(30,751,258.57)	(36,259,595.76)	-	-
Profit before income tax				
	91,782,476.95	66,298,408.80	24,224,599.23	59,387,190.92
Tax expenses				
14	(26,824,547.48)	(22,724,648.54)	(14,548,880.21)	(6,690,716.31)
Profit for the year				
	64,957,929.47	43,573,760.26	9,675,719.02	52,696,474.61
Other comprehensive income :				
<i>Items that may be reclassified subsequently to profit or loss</i>				
Gain on changes of proportion				
in investment in joint ventures				
10	-	16,108,349.39	-	-
Total comprehensive income for the year				
	64,957,929.47	59,682,109.65	9,675,719.02	52,696,474.61
Profit attributable to				
Equity holders of the Company				
	52,931,065.91	36,194,337.39	9,675,719.02	52,696,474.61
Non-controlling interests				
	12,026,863.56	7,379,422.87	-	-
	64,957,929.47	43,573,760.26	9,675,719.02	52,696,474.61
Total comprehensive income attributable to				
Equity holders of the Company				
	52,931,065.91	52,302,686.78	9,675,719.02	52,696,474.61
Non-controlling interests				
	12,026,863.56	7,379,422.87	-	-
	64,957,929.47	59,682,109.65	9,675,719.02	52,696,474.61
Basic earnings per share				
	0.21	0.14	0.04	0.21
Weighted average number of ordinary shares (shares)				
	255,462,733	255,462,733	255,462,733	255,462,733

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
 FOR THE YEAR ENDED DECEMBER 31, 2018

Unit: Baht

Consolidated financial statements

Equity attributable to equity holders of the Company

Notes	Issued and paid-up share capital	Premiums on share capital	Discounts on investments	Changes in the proportion held by non-controlling interests	Retained earnings (deficit)		Other components of shareholders' equity			Total Equity holders of the Company	Non-controlling interests	Total
					Appropriated to legal reserve	Unappropriated	Surplus on land revaluation	Gain on changes of proportion in investment in joint ventures	Total other components of shareholders' equity			
Balance as at January 1, 2017	255,462,733.00	93,569,476.36	4,907,142.73	303,380.88	10,869,715.71	(41,428,159.28)	113,381,693.40	-	113,381,693.40	437,065,982.80	17,742,805.11	454,808,787.91
Changes in shareholders' equity for the year:												
Appropriated to legal reserve	21	-	-	-	2,634,823.69	(2,634,823.69)	-	-	-	-	-	-
Dividends	22	-	-	-	-	(34,487,403.33)	-	-	-	(34,487,403.33)	(10,411,068.11)	(44,898,471.44)
Increase in non-controlling interests - net	11	-	-	-	-	-	-	-	-	-	300.00	300.00
Changes in the proportion held by non-controlling interests	11	-	-	-	-	-	-	-	-	-	(2,092,338.10)	(2,092,338.10)
Total comprehensive income for the year	-	-	-	-	36,194,337.39	-	16,108,349.39	16,108,349.39	52,302,686.78	7,379,422.87	59,682,109.65	
Balance as at December 31, 2017	255,462,733.00	93,569,476.36	4,907,142.73	303,380.88	13,504,539.40	(42,356,048.91)	113,381,693.40	16,108,349.39	129,490,042.79	454,881,266.25	12,619,121.77	467,500,388.02
Changes in shareholders' equity for the year:												
Appropriated to legal reserve	21	-	-	-	483,785.95	(483,785.95)	-	-	-	-	-	-
Dividends	22	-	-	-	-	(25,546,223.30)	-	-	-	(25,546,223.30)	(6,849,189.95)	(32,395,413.25)
Total comprehensive income (loss) for the year	-	-	-	-	-	52,931,065.91	-	-	-	52,931,065.91	12,026,863.56	64,957,929.47
Balance as at December 31, 2018	255,462,733.00	93,569,476.36	4,907,142.73	303,380.88	13,988,325.35	(15,454,992.25)	113,381,693.40	16,108,349.39	129,490,042.79	482,266,108.86	17,796,795.38	500,062,904.24

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY
 FOR THE YEAR ENDED DECEMBER 31, 2018

		Unit: Baht				
		Separate financial statements				
		Issued and paid-up share capital	Premiums on share capital	Retained earnings		Total
Notes				Appropriated to legal reserve	Unappropriated	
	Balance as at January 1, 2017	255,462,733.00	93,569,476.36	10,869,715.71	10,048,751.48	369,950,676.55
	Changes in shareholders' equity for the year:					
	Appropriated to legal reserve	21	-	2,634,823.69	(2,634,823.69)	-
	Dividends	22	-	-	(34,487,403.32)	(34,487,403.32)
	Total comprehensive income for the year		-	-	52,696,474.61	52,696,474.61
	Balance as at December 31, 2017	255,462,733.00	93,569,476.36	13,504,539.40	25,622,999.08	388,159,747.84
	Changes in shareholders' equity for the year:					
	Appropriated to legal reserve	21	-	483,785.95	(483,785.95)	-
	Dividends	22	-	-	(25,546,223.11)	(25,546,223.11)
	Total comprehensive income for the year		-	-	9,675,719.02	9,675,719.02
	Balance as at December 31, 2018	255,462,733.00	93,569,476.36	13,988,325.35	9,268,709.04	372,289,243.75

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF CASH FLOWS
 FOR THE YEAR ENDED DECEMBER 31, 2018

		Unit: Baht			
		Consolidated financial statements		Separate financial statements	
		2018	2017	2018	2017
	Cash Flows from Operating Activities:				
	Profit before income tax	91,782,476.95	66,298,408.80	24,224,599.23	59,387,190.92
	Adjustments to reconcile profit before income tax to net cash flow from operating activities:				
	Depreciation and amortization	105,200,968.39	107,386,928.62	15,934,163.84	17,777,112.02
	Impairment loss on assets	-	97,209.82	-	-
	Allowance for doubtful debt	2,763,651.78	6,181,406.69	503,437.69	3,020,032.69
	(Profit) loss from disposal of investment in subsidiary	-	(1,282.39)	-	603,725.54
	Impairment loss on investments in joint ventures	-	-	48,999,800.00	6,000,000.00
	Gain on sales of fixed assets and intangible assets	(2,387,517.04)	(5,446,774.59)	(450,756.49)	(623,992.37)
	Supplies - lighting and other supplies were transferred to expenses	16,538,021.61	-	-	-
	Written off withholding tax	268,731.87	4,310,860.30	-	-
	Non-current provision for employee benefits	3,068,474.00	3,027,912.75	640,085.00	612,140.00
	Dividend income	-	-	(19,815,808.32)	(26,640,466.53)
	Share of loss from investments in joint ventures	30,751,258.57	36,259,595.76	-	-
	Unrealize gain from sales of inventories to joint venture	-	2,634,661.47	-	-
	Interest expenses	24,278,885.95	25,396,767.01	13,033,937.80	14,073,382.70
	Profit from operating activities before changes in operating assets and liabilities	272,264,952.08	246,145,694.24	83,069,458.75	74,209,124.97
	Operating assets (increase) decrease				
	Trade and other current receivables	22,885,483.04	(100,097,014.17)	(6,588,682.63)	28,806,011.16
	Work in process	13,985,893.70	12,296,033.48	5,208,668.10	4,426,706.71
	Other non-current assets	40,888,592.46	34,882,136.71	13,603,160.27	16,107,389.68
	Operating liabilities decrease				
	Trade and other payables	(22,509,467.56)	(1,712,663.25)	(3,409,081.25)	(28,548,920.80)
	Cash from operating activities	327,515,453.72	191,514,187.01	91,883,523.24	95,000,311.72
	Employee benefit obligations paid	-	(354,260.00)	-	-
	Interest paid	(24,278,885.95)	(25,396,767.01)	(13,046,677.53)	(14,060,642.97)
	Income tax paid	(69,057,633.10)	(49,897,902.45)	(29,081,072.16)	(14,255,779.77)
	Net cash from operating activities	234,178,934.67	115,865,257.55	49,755,773.55	66,683,888.98

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF CASH FLOWS
 FOR THE YEAR ENDED DECEMBER 31, 2018

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Cash Flows from Investing Activities:				
(Increase) decrease in restricted deposits at bank	(4,070,128.58)	5,139,286.37	(4,008,157.28)	(7,059.74)
Cash received from short-term loans to related parties	-	-	36,400,000.00	24,200,000.00
Cash payment for short-term loans to related parties	-	-	(27,500,000.00)	(35,600,000.00)
Cash payment for long-term loans to related parties	(25,976,571.21)	(35,580,000.00)	(25,976,571.21)	(35,580,000.00)
Cash received from sales investment in subsidiary	-	-	-	1,396,174.46
Cash payment for investment in subsidiary	-	-	-	(9,999,700.00)
Dividend income from investments	-	-	22,954,278.64	13,219,906.67
Purchase of fixed assets	(68,351,312.72)	(52,488,303.49)	(4,237,616.18)	(801,070.42)
Purchase of intangible assets	(1,008,000.00)	(1,820,000.00)	(962,000.00)	(1,820,000.00)
Cash received from sales of fixed assets and intangible assets	3,435,624.78	24,195,133.93	1,498,617.03	12,778,791.76
Cash received from finance lease receivables	-	-	4,582,048.11	-
Net cash from (used in) investing activities	(95,970,387.73)	(60,553,883.19)	2,750,599.11	(32,212,957.27)

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF CASH FLOWS
 FOR THE YEAR ENDED DECEMBER 31, 2018

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Cash Flows from Financing Activities:				
Increase (decrease) in bank overdraft and short-term loans from financial institutions - net	(36,276,214.16)	59,035,166.15	(6,002,947.46)	16,645,067.89
Cash payments for liabilities under financial lease agreements	(21,485,231.69)	(9,762,725.03)	(861,113.49)	(263,492.44)
Cash received from short-term loans from related parties	-	13,000,000.00	13,000,000.00	20,000,000.00
Cash payment to short-term loan from related parties	-	(13,000,000.00)	(16,000,000.00)	(17,000,000.00)
Cash received from long-term loan from financial institutions	20,000,000.00	-	20,000,000.00	-
Cash payment of long-term loans from financial institutions	(41,326,339.36)	(58,115,781.12)	(20,089,695.36)	(20,701,842.74)
Dividend paid	(30,953,098.13)	(45,167,550.65)	(25,546,223.30)	(34,487,403.32)
Changes in the proportion held by non-controlling interests	-	300.00	-	-
Net cash used in financing activities	(110,040,883.34)	(54,010,590.65)	(35,499,979.61)	(35,807,670.61)
Net increase (decrease) in cash and cash equivalents	28,167,663.60	1,300,783.71	17,006,393.05	(1,336,738.90)
Decrease in cash from sales of investment in subsidiaries		-	(2,031,097.71)	-
Cash and cash equivalents, Beginning of year	17,900,682.41	18,630,996.41	1,949,232.05	3,285,970.95
Cash and cash equivalents, End of year	46,068,346.01	17,900,682.41	18,955,625.10	1,949,232.05
Supplemental Disclosures of Cash Flows Information				
Increase in assets from financial lease agreements during the year	46,419,328.01	1,549,766.35	2,204,672.90	450,000.00
Finance lease receivables arising from the sales of assets during the year.	-	-	-	18,999,231.45
Payable to purchase of fixed assets increase (decrease) during the year	585,397.00	(48,032.30)	548,482.00	(48,032.30)

CMO PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2018

1. GENERAL INFORMATION

CMO Public Company Limited (“the Company”) was incorporated under Thai law on June 5, 1991, and on December 29, 2003 was converted from a juristic person under the Civil and Commercial Code as “a Company Limited” to a juristic person under the Public Company Limited Act B.E. 2535. The Company’s primary business is event management for public events, exhibitions and entertainment activities. The Company’s registered office is located at 4/18-19 Soi Nuanchan 56, Nuanchan, Buengkum Bangkok.

2. BASIS FOR PRESENTATION OF THE FINANCIAL STATEMENTS

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”) including related interpretations and guidelines promulgated by the Federation of Accounting Professions (“FAP”) and applicable rules and regulations of the Securities and Exchange Commission.

The financial statements are presented in compliance with stipulations of the Notification of the Department of Business Development, dated October 11, 2016, issued under the Accounting Act B.E. 2543.

These financial statements are prepared on the historical cost basis, except as disclosed in respective accounting policies.

The accompanying financial statements have been prepared in Thai language and are expressed in Thai Baht. Such financial statements have been prepared for domestic reporting purposes. For the convenience of the readers not conversant in the Thai language, an English translation of the Thai version of the financial statements is provided.

The preparation of the financial statements in conformity with Thai Financial Reporting Standards (“TFRS”) requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying amounts of assets and liabilities that are not readily apparent from other sources. Subsequent actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

Basis of consolidated financial statement preparation

- a) The consolidated financial statements included the financial statements of CMO Public Company Limited and its subsidiaries (that together referred to as the “Group”).

The details of the subsidiaries as at December 31, are as follows:

Subsidiaries	Country	Nature of business	% Equity interest and voting right owned by the Company	
			2018	2017
<u>The subsidiary held by the Company</u>				
PM Center Co., Ltd.	Thailand	Rental equipment for image, lighting, sound and effects.	99.99	99.99
The Eyes Co., Ltd.	Thailand	Production of multi-visual slides, videos, multimedia and computer graphics.	99.95	99.95
Exposition Technology Co., Ltd.	Thailand	Electrical and lighting services.	40.00	40.00
Momentum S Co., Ltd.	Thailand	Event management for private event, wedding ceremonies, birthday parties and other.	56.99	56.99
Muse Corporation Co., Ltd.	Thailand	Concert organizers, sound, lighting and all type of multimedia.	69.99	69.99
Imaginia Co.,Ltd	Thailand	Amusement park and Theme park.	100.00	100.00

- b) The financial statements of the subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.
- c) The financial statements of subsidiaries are prepared using the same significant accounting policies as the Company.
- d) The balances between the Company and its subsidiaries, and significant intercompany transactions have been eliminated in the consolidated financial statements.

The financial statements of Exposition Technology Co., Ltd., is included in the consolidated financial statements because the Company has control over their financial and operating policies, even though the Company’s shareholding in each is less than 50 percent, therefore, they are regarded as subsidiary companies.

Non-controlling interests represent the portion of profit or loss and net assets of the subsidiary that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statements of financial position.

The separate financial statements, which present investment in subsidiaries and joint ventures under the cost method, have been prepared solely for the benefit of the public.

New financial reporting standards

(a) Financial reporting standards that became effective in the current year

During the year 2018, the Company and its subsidiaries have adopted the revised financial reporting standards and interpretations (revised 2017) and new accounting treatment guidance which are effective for fiscal years beginning on or after January 1, 2018. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes and clarifications directed towards disclosures in the notes to financial statements. The adoption of these financial reporting standards does not have any significant impact on the Company and its subsidiaries' financial statements.

(b) Financial reporting standard that will become effective for fiscal years beginning on or after January 1, 2019

During the year 2018, the Federation of Accounting Professions issued a number of revised and new financial reporting standards and interpretations (revised 2018) including new accounting treatment guidance, which are effective for fiscal years beginning on or after January 1, 2019. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Company and its subsidiaries believe that most of the revised financial reporting standards will not have any significant impact on the financial statements when they are initially applied. However, the new standard involves changes to key principles, as summarised below.

TFRS 15 Revenue from Contracts with Customers

TFRS 15 supersedes the following accounting standards together with related Interpretations.

TAS 11 (revised 2017)	Construction contracts
TAS 18 (revised 2017)	Revenue
TSIC 31 (revised 2017)	Revenue - Barter Transactions Involving Advertising Services
TFRIC 13 (revised 2017)	Customer Loyalty Programmes
TFRIC 15 (revised 2017)	Agreements for the Construction of Real Estate
TFRIC 18 (revised 2017)	Transfers of Assets from Customers

Entities are to apply this standard to all contracts with customers unless those contracts fall within the scope of other standards. The standard establishes a five-step model to account for revenue arising from contracts with customers, with revenue being recognized at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer. The standard requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model.

The management of the Company and its subsidiaries has made an assessment of the potential impact of adopting and initially applying TFRS 15 on the consolidated and separate financial statements and there will be no material impact on the consolidated and separate financial statements in the period of initial application.

(c) Financial reporting standards related to the set of financial instruments that will become effective for fiscal years beginning on or after January 1, 2020

During the year 2018, the Federation of Accounting Professions issued the set of TFRSs related to financial instruments consists of five accounting standards and interpretations, as follows:

Financial reporting standards:

TFRS 7 Financial Instruments: Disclosures

TFRS 9 Financial Instruments

Accounting standard:

TAS 32 Financial Instruments: Presentation

Financial Reporting Standard Interpretations:

TFRIC 16 Hedges of a Net Investment in a Foreign Operation

TFRIC 19 Extinguishing Financial Liabilities with Equity Instruments

These TFRSs related to financial instruments make stipulations relating to the classification of financial instruments and their measurement at fair value or amortised cost (taking into account the type of instrument, the characteristics of the contractual cash flows and the Company's business model, calculation of impairment using the expected credit loss method, and hedge accounting. These include stipulations regarding the presentation and disclosure of financial instruments. When the TFRSs related to financial instruments are effective, some accounting standards, interpretations and guidance which are currently effective will be cancelled.

The management of the Company and its subsidiaries is currently evaluating the impact of these standards to the financial statements in the year when they are adopted.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Revenues and Expenses Recognitions

Revenues and expenses are recognized on an accrual basis.

Revenues from event management of public shows, exhibitions and entertainment events are recognized when the services are completed. Revenues from completed but unbilled, service were presented in unbilled receivables which are also included in trade accounts receivable.

Revenues from decoration construction are recognized based on the percentage of completion calculated according to the proportion of actual cost incurred compared to the estimated total cost. Un-invoiced income is presented as unbilled receivables and is included as part of accounts receivable while the respective cost is presented in statement of profit or loss.

Revenues from rental of image, lighting, and sound effect equipment are recognized when the services are completed.

Revenues from rental are recognized as an income on straight-line basis over the rental period.

Revenues from the production of slides, multi-visuals, videos, multimedia and computer graphics are recognized when the productions are delivered to the customers.

Cost of uncompleted jobs or undelivered jobs are recorded as work in process.

Cost of service of finished work is recorded according to the invoiced value after discount and rebate.

Cash and Cash Equivalents

Cash and cash equivalents presented in the statements of cash flows and comprise of cash in hand, deposits at financial institutions with a maturity period not over 3 months except for cash at banks held as collateral.

Allowance for Doubtful Accounts

The Company and subsidiaries provide an allowance for doubtful accounts equal to the estimated uncollectible amount which is based on collection experience and analysis of the current status of individual receivables.

Finance lease receivables

Finance lease receivables are stated at outstanding balances net of deferred interest income and unearned related service income and allowance for doubtful accounts (if any).

Work in Process

Cost of work, which is not yet recognized as revenues, is recorded in work in process, is stated at the lower of the invoiced value after discounting or net realizable value.

Investments in Joint Ventures

Investments in joint venture are presented in consolidated financial statements by using the equity method, and presented in the separate financial statements by using the cost method, and adjusted impairment, if any.

Investments in Subsidiaries

Investments in subsidiaries are presented in the separate financial statements by using the cost method, and adjusted impairment, if any.

The Company presented the outstanding balance of the negative goodwill that had arisen from the acquisition of the investment in a subsidiary company as "Discount on Investments" under the shareholders' equity. This will be recognized in the statement of profit or loss when the investment is disposed.

Property, Plant and Equipment and Depreciation

Land is presented at the appraised value appraised by an independent appraiser, dated March 24, 2015 and September 8, 2016 by using the market value.

Buildings and equipment are stated at cost less accumulated depreciation and impairment loss from assets (if any).

Depreciation is computed by the straight-line method based on the estimated useful lives of the assets as follows:-

	Useful life (years)
Buildings	20 - 30
Building improvements	5
Operating equipment	3 and 5
Office equipment	3 and 5
Furniture and fixtures	5
Vehicles	5

Supplies are stated at cost by using First-In, First-Out Method and will be expended when used.

Depreciation method, useful life and the residual value will be reviewed at the end of the accounting period and is adjusted if appropriate. During the year 2016, the Group depreciation the newly by the sum-of-the-years method over 5 years purchased innovation equipment during the year.

Intangible assets

The intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortized on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method of such intangible assets are reviewed at least at each financial year end. The amortization expense is charged to profit or loss. The Group's intangible assets with finite useful lives consist of text licenses, music licenses, image licenses and softwares, which have an estimated useful life of 3 - 5 years.

Finance lease

Finance lease which transfer substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalized at the lower of the fair value of the leased assets and the present value of the minimum lease payments. The outstanding rental obligations, net of finance charges, are included in other long-term payables, while the interest element is charged to the profit or loss over the lease period. The property, plant or equipment acquired under finance leases is depreciated over the useful life of the asset.

Operating lease

Lease of assets where a significant portion of the risks and rewards of ownership are retained by the lesser are classified as operating leases. Payments made under operating leases are recognized as expenses in the profit or loss over the period of the lease.

Employee benefits

Short-term benefits

The Group salaries, wages, bonus and social security contribution as expenses on an accrual basis.

Post-employment benefits – defined contribution plan

Defined contribution plans

The Group and their employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the contributions of the Group are recognized as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The employee benefit obligation for severance payment under labor law is recognized as a charge to results of operations over the employee's service period. It is calculated by estimating the amount of future benefit earned by employees in return for service provided to the Group in the current and future periods, with such benefit being discounted to determine the present value. The reference point for setting the discount rate is the yield rate of government bonds as at the reporting date. The calculation is performed by actuarial technique using the Projected Unit Credit Method.

Actuarial gains and losses arising from post-employment benefits are recognized immediately in the other comprehensive income and actuarial gains and losses arising from other long-term employee benefits are recognized immediately in the profit or loss.

Provisions

Provisions are recognized when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Income tax

Income tax expenses represent the sum of corporate income tax currently payable and deferred tax.

Current tax

The Group record current income tax at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

The Group recognizes deferred income tax on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognizes deferred tax liabilities for all taxable temporary differences while it recognize deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilized.

At each reporting date, the Group review and reduce the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

Transactions in Foreign Currencies

Foreign currency transactions are translated into Baht at the exchange rates prevailing on the transaction dates. Monetary assets and liabilities denominated in foreign currencies outstanding at the statement financial position date are translated into Baht at the exchange rates prevailing on those dates. Gain or losses on exchange rates are recognized as income or expenses for the year.

Fair value measurement

Fair value is the price that would be received to sell an asset or that paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except where there no active market for an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation techniques appropriate in the circumstances and maximizes the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

- Level 1 Use of quoted market prices in an observable active market for such assets or liabilities.
- Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly.
- Level 3 Use of unobservable inputs such as estimates of future cash flows.

At the end of each reporting period, the Company and subsidiaries determines whether transfers that have occurred between the levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period are measured at fair value on a recurring basis.

Basic earnings per share

Basic earnings per share are calculated by dividing profit for the year attributable to shareholders by the weighted average number of ordinary shares during the year.

Financial Instruments

The Group has no policy to speculate in or engage in the trading of any financial derivative instruments.

4. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make subjective judgments and estimates regarding matters that are inherently uncertain. These judgments and estimates affect reported amounts and disclosures and actual results could differ. Significant judgments and estimates are as follows:

Allowance for doubtful accounts

In determining an allowance for doubtful accounts, the management needs to make judgments and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the prevailing economic conditions.

Allowance for diminution in value of inventory

The determination of allowances for diminution in the value of inventory requires management to make judgments and estimates. The allowance for decline in net realizable value is estimated based on the selling price expected in the ordinary course of business; and provision for obsolete, slow-moving and deteriorated inventories, that is estimated based on the approximate useful life of each type of inventory.

Leases

In determining whether a lease is to be classified as an operating lease or finance lease, the management is required to use judgment regarding whether significant risk and rewards of ownership of the leased asset has been transferred, taking into consideration terms and conditions of the arrangement.

Property, plant and equipment / Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and salvage values of the Group's plant and equipment and to review estimated useful lives and salvage values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodic basis and record impairment losses in the period when it is determined that their recoverable amount is lower than the carrying amount. This requires judgments regarding forecasts of future revenues and expenses relating to the assets subject to the review.

Impairment of investment in subsidiaries and Joint venture

In considering impairment of investment in a subsidiaries and Joint venture, the Company assesses the fair value of investment in its subsidiaries and Joint venture by the present value of future cash flows generated by the subsidiaries and Joint venture, discounted by a discount rate determined by the Company's management. The cash flow projections are based on financial budgets, which reflect the subsidiary and Joint venture're business plan, growth rates and expense to revenue ratios. The value derived from the afore-mentioned method may vary due to changes in competitive forces, revenue structure, cost structure, industrial conditions and economic conditions

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rates, future salary increase rates, mortality rate and staff turnover rates.

Litigation

The Company has contingent liabilities as a result of litigation. The Company's management has used judgment to assess of the results of the litigation and found that it is probable that loss will be incurred. Therefore, it recorded contingent liabilities with estimated future loss.

Goodwill

The initial recognition and measurement of goodwill, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

5. RELATED PARTY TRANSACTIONS

The followings present relationships with enterprises and individuals that control or are controlled by the Company, whether directly or indirectly, or have common directors or shareholders with the Company.

Related parties	Nature of relationships	% Equity interest	
		owned by the Company	
		2018	2017
PM Center Co., Ltd.	Subsidiary company	99.99	99.99
The Eyes Co., Ltd.	Subsidiary company	99.95	99.95
Exposition Technology Co., Ltd.	Subsidiary company	40.00	40.00
Momentum S Co., Ltd.	Subsidiary company	56.99	56.99
Muse Corporation Co., Ltd.	Subsidiary company	69.99	69.99
Imaginia Co., Ltd.	Subsidiary company	100.00	100.00
CMO Show Crop Co.,Ltd.	Joint Venture	39.29	39.29
Rightman Co., Ltd.	Common directors and shareholdings	-	-

The Company had business transactions with related parties. These parties are directly and indirectly related through common shareholding and/or directorship. The financial statements reflect the effects of these transactions on the basis determined by the Company and the parties concerned. For the years ended December 31, 2018 and 2017 the significant transactions with related parties can be summarized as follows:

	Unit: Thousands Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Subsidiaries				
Services income	-	-	611	2,226
Dividend income	-	-	19,816	26,640
Other income	-	-	8,009	15,954
Interest income	-	-	7,700	8,453
Cost of services	-	-	98,290	67,212
Other expenses	-	-	2,507	1,976
Interest expenses	-	-	146	82
Join Ventures				
Services income	251	12,788	-	-
Cost of services	400	-	200	-
Related parties				
Services income	3,052	12,305	-	-
Cost of services	-	13,370	-	13,370

The Company engages in transactions with related parties by using cost plus profit and the agreed contract price.

Management compensation – for key management personnel

For the years ended December 31, management compensation – for key management personnel consist of the following:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Short-term benefits	62,206,546.94	57,668,837.85	30,494,380.25	28,728,648.03
Post-employment benefits	1,256,590.15	1,121,364.00	431,176.36	408,072.00
Total	63,463,137.09	58,790,201.85	30,925,556.61	29,136,720.03

The outstanding balances for the above transactions as at December 31, 2018 and 2017 have been shown separately in the statements of financial position and consist of the following:

	Unit: Thousands Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Trade receivables - related parties				
The Eyes Co., Ltd.	-	-	-	200
CMO Show Corp Co., Ltd.	30,656	33,612	8,025	8,025
Rightman Co., Ltd	1,888	-	-	-
Total trade receivables - related parties	32,544	33,612	8,025	8,225
Less: Allowance for doubtful accounts	(6,124)	(4,400)	(1,605)	(1,239)
Total trade receivables - related parties - net	26,420	29,212	6,420	6,986
Other receivables - related parties				
PM Center Co., Ltd.	-	-	7,263	5,297
The Eyes Co., Ltd.	-	-	5,779	3,709
Imaginia Co.,Ltd	-	-	1,131	1,760
Muse Corporation Co., Ltd	-	-	5	-
Rightman Co., Ltd	-	1,512	-	1,485
Total Other receivables - related parties	-	1,512	14,178	12,251
Accrued interest income - related parties				
The Eyes Co., Ltd.	-	-	2	-
CMO Show Corp Co., Ltd.	204	204	204	204
Total accrued interest - related parties	204	204	206	204
Less: Allowance for doubtful accounts	(204)	(204)	(204)	(204)
Total accrued interest - related parties - net	-	-	2	-

Accrued dividend income - related parties

PM Center Co.,Ltd.	-	-	9,500	13,600
The Eyes Co., Ltd.	-	-	3,997	3,997
Exposition Technology Co., Ltd.	-	-	8,606	7,645
Total accrued dividend income - related parties	-	-	22,103	25,242

Finance lease receivables - related parties

Imaginia Co.,Ltd	-	-	14,417	18,999
Total Finance lease receivables - related parties	-	-	14,417	18,999

Short-term loan to related parties

PM Center Co., Ltd.	-	-	71,000	76,000
The Eyes Co., Ltd.	-	-	11,100	12,500
Momentum S Co., Ltd.	-	-	7,600	14,600
Imaginia Co.,Ltd	-	-	4,500	-
Total short-term loan to related parties-net	-	-	94,200	103,100

Long-term loan to related parties

CMO Show Corp Co., Ltd.	61,557	35,580	61,557	35,580
Total long-term loan to related parties	61,557	35,580	61,557	35,580
Decreased share of loss from investments in joint ventures over cost of investments during the year	(20,826)	-	-	-
Less : Allowance for long-term loans to related parties	(1,781)	(1,781)	(1,781)	(1,781)
Total long-term loan to related parties-net	38,950	33,799	59,776	33,799

Unit: Thousands Baht

	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Accrued dividend income - related parties				
PM Center Co.,Ltd.	-	-	9,500	13,600
The Eyes Co., Ltd.	-	-	3,997	3,997
Exposition Technology Co., Ltd.	-	-	8,606	7,645
Total accrued dividend income - related parties	-	-	22,103	25,242
Finance lease receivables - related parties				
Imaginia Co.,Ltd	-	-	14,417	18,999
Total Finance lease receivables - related parties	-	-	14,417	18,999
Short-term loan to related parties				
PM Center Co., Ltd.	-	-	71,000	76,000
The Eyes Co., Ltd.	-	-	11,100	12,500
Momentum S Co., Ltd.	-	-	7,600	14,600
Imaginia Co.,Ltd	-	-	4,500	-
Total short-term loan to related parties-net	-	-	94,200	103,100
Long-term loan to related parties				
CMO Show Corp Co., Ltd.	61,557	35,580	61,557	35,580
Total long-term loan to related parties	61,557	35,580	61,557	35,580
Decreased share of loss from investments in joint ventures over cost of investments during the year	(20,826)	-	-	-
Less : Allowance for long-term loans to related parties	(1,781)	(1,781)	(1,781)	(1,781)
Total long-term loan to related parties-net	38,950	33,799	59,776	33,799

During the years ended December 31, the Company had movements on loans to related parties as follows:-

	Unit: Thousands Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Short-term loans to related parties				
Subsidiaries				
Balance at beginning of the years	-	-	103,100	91,700
Increase during the years	-	-	27,500	35,600
Decrease during the years	-	-	(36,400)	(24,200)
Total short-term loan to related parties-net	-	-	94,200	103,100
Long-term loans to related parties				
Join venture				
Balance at beginning of the years	35,580	-	35,580	-
Increase during the years	25,977	35,580	25,977	35,580
Total long-term loan to related parties	61,557	35,580	61,557	35,580
Decreased share of loss from investments in joint ventures over cost of investments during the periods	(20,826)	-	-	-
Less : Allowance for long-term loans to related parties	(1,781)	(1,781)	(1,781)	(1,781)
Total long-term loan to related parties-net	38,950	33,799	59,776	33,799

The Company charged interest on loans to related parties at the annual rate of MOR and MOR+1% for subsidiaries and 5% for joint venture.

The Company stopped recognizing interest income from loans to the joint venture when interest is overdue over 3 months. During the years 2018 and 2019, the Group has filed Statement of Claim to the Civil Court, and on January 7, 2019, a subsidiary company reported a cheque case to the police, in order to enforce the joint venture to settle the payment of the trade receivables to the Group.

On February 28, 2019, the Company filed a Statement of Claim for damage in for damages in relation to long-term loans to related parties and investment in joint venture with the group of shareholders who jointly invested with the Company for tort; inducing the Company to invest and to give loans to the joint venture company in which the representations made before the investment are not as claimed and the operation is not in compliance with the joint venture agreement. The management and lawyers of the Company are aware of the foregoing facts and are in the opinion that the Company has a chance to win the case. Furthermore, currently, the companies which the Company shall take action with have sufficient assets to jointly pay for all damages to the Company. The management believe that the ultimate outcome of the case will not cause material damages to the Group in exceed the provision the Group have already provided for as of December 31, 2018.

	Unit: Thousands Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Trade payables from related parties				
PM Center Co., Ltd.	-	-	23,098	8,370
The Eyes Co., Ltd.	-	-	5,426	7,485
Exposition Technology Co., Ltd.	-	-	4,672	3,325
CMO Show Corp Co., Ltd.	321	-	-	-
Total trade payables related parties	321	-	33,196	19,180
Other payables from related parties				
Muse Corporation Co., Ltd	-	-	-	980
Total other payables from related parties	-	-	-	980
Other expense from related parties				
PM Center Co., Ltd.	-	-	164	164
Total other expenses from related parties	-	-	164	164
Accrued interest expenses - related parties				
Exposition Technology Co., Ltd.	-	-	-	13
Total accrued interest expenses - related parties	-	-	-	13
Short-term loan from related parties				
Exposition Technology Co., Ltd.				
(Interest rate 5% Per annum)	-	-	-	3,000
Total short-term loan from related parties	-	-	-	3,000

During the years ended December 31, the Company had movements on the short-term loans from related parties as follows:-

	Unit: Thousands Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Short-term loans from related parties				
Subsidiaries (Interest rate 5% - 8.125% per annum)				
Balance at beginning of the years	-	-	3,000	-
Increase during the years	-	-	13,000	7,000
Decrease during the years	-	-	(16,000)	(4,000)
Balance at end of the years	-	-	-	3,000
Directors				
Balance at beginning of the years	-	-	-	-
Increase during the years	13,000			13,000
Decrease from subsidiaries disposed	(13,000)			(13,000)
Balance at end of the years	-	-	-	-
Total short-term loans from related parties	-	-	-	3,000

6. CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at December 31, consisted of:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Cash on hand	313,065.00	342,000.00	70,000.00	70,000.00
Cash at banks - savings account	40,704,019.90	14,630,503.69	18,833,075.33	1,840,534.28
Cash at banks - current account	5,051,261.11	2,928,178.72	52,549.77	38,697.77
Cash and cash equivalents	46,068,346.01	17,900,682.41	18,955,625.10	1,949,232.05

7. TRADE AND OTHER RECEIVABLES - NET

Trade and other receivables as at December 31, consisted of:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Trade receivables				
Trade receivables - related companies	32,543,776.99	33,611,611.40	8,025,000.00	8,225,197.00
Trade receivables - other	298,354,201.58	335,768,237.72	140,149,330.39	151,044,763.04
Total trade receivables	330,897,978.57	369,379,849.12	148,174,330.39	159,269,960.04
Less: Allowance for doubtful accounts	(12,198,706.91)	(30,300,869.70)	(1,742,172.08)	(17,014,416.02)
Trade receivables - net	318,699,271.66	339,078,979.42	146,432,158.31	142,255,544.02
Other receivables				
Other receivables	5,385,336.51	6,759,868.56	4,820,196.91	5,059,615.26
Other receivables - related companies	-	1,512,385.00	14,178,009.40	12,251,397.19
Advance to employees	3,257,889.36	4,921,026.42	1,543,459.00	1,718,011.31
Prepaid expenses	3,791,877.87	3,814,337.29	1,227,961.55	1,548,982.00
Deposit for purchase inventories	418,631.52	633,491.79	-	-
Undue input VAT	8,328,554.45	8,544,522.03	4,792,659.18	4,149,313.75
Accrued interest income - related companies	204,109.58	204,109.58	205,779.10	204,109.58
Revenue Department receivable	378,996.71	1,881,324.54	-	109,746.12
Other	1,733,935.71	967,149.56	606,186.62	424,445.90
Total other receivables	23,499,331.71	29,238,214.77	27,374,251.76	25,465,621.11
Less: Allowance for doubtful accounts	(250,784.58)	(720,240.58)	(250,784.58)	(250,784.58)
Total other receivables - net	23,248,547.13	28,517,974.19	27,123,467.18	25,214,836.53
Total trade and other receivables - net	341,947,818.79	367,596,953.61	173,555,625.49	167,470,380.55

Trade receivables can be classified by age analysis as follows:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Trade receivables – related companies				
Not yet due	447,778.95	354,341.20	-	200,197.00
Past due				
Over 3 months but not over 6 months	84,556.75	14,794,335.75	-	5,350,000.00
Over 6 months but not over 12 months	-	8,465,847.89	-	-
Over 12 months	30,407,441.29	9,997,086.56	8,025,000.00	2,675,000.00
Unbilled receivables - related companies				
Not yet due	1,604,000.00	-	-	-
Total trade receivables – related companies	32,543,776.99	33,611,611.40	8,025,000.00	8,225,197.00
Trade receivables - others				
Not yet due	116,222,342.48	193,661,121.10	43,478,167.26	99,771,792.45
Past due				
Less than 3 months	59,724,752.46	75,141,328.60	26,135,960.76	8,537,759.43
Over 3 months but not over 6 months	27,459,280.78	4,838,487.24	26,165,945.03	1,035,632.34
Over 6 months but not over 12 months	5,981,613.29	3,691,548.15	250,527.13	-
Over 12 months	7,593,085.23	23,831,966.88	563,191.66	13,196,153.79
Unbilled receivables - others				
Not yet due	60,016,836.82	26,891,299.45	40,064,048.02	20,996,909.45
Past due				
Less than 3 months	8,693,558.24	109,140.00	1,899,058.24	-
Over 3 months but not over 6 months	4,143,010.19	4,599,798.00	150,760.20	4,599,798.00
Over 6 months but not over 12 months	7,644,250.00	92,000.00	1,304,500.00	92,000.00
Over 12 months	875,472.09	2,911,548.30	137,172.09	2,814,717.58
Total trade receivables - others	298,354,201.58	335,768,237.72	140,149,330.39	151,044,763.04
Total	330,897,978.57	369,379,849.12	148,174,330.39	159,269,960.04
Less: Allowance for doubtful accounts	(12,198,706.91)	(30,300,869.70)	(1,742,172.08)	(17,014,416.02)
Trade receivables – net	318,699,271.66	339,078,979.42	146,432,158.31	142,255,544.02

8. FINANCE LEASE RECEIVABLES – NET

Finance lease receivables consisted of:

	Unit: Baht	
	Separate financial statements	
	2018	2017
Due within 1 year		
Minimum payments	6,000,000.00	6,000,000.00
Deferred interest	(1,019,126.97)	(1,417,951.89)
Present value of minimum payment	4,980,873.03	4,582,048.11
Due over 1 year not exceeding 5 years		
Minimum payments	10,154,000.00	16,154,000.00
Deferred interest	(717,689.69)	(1,736,816.66)
Present value of minimum payment	9,436,310.31	14,417,183.34

On February 1, 2017, the Company entered into an agreement to sell the operating equipment to a subsidiary amounting to Baht 36.65 million. The 1st payment of Baht 6 million was received on February 15, 2017. The 2nd payment of Baht 4 million was received on February 28, 2017. The 3rd to the 55th payment will be made monthly of Baht 0.50 million, on the 5th of the month starting February 2017 while the 56th payment will be Baht 0.15 million. The Company recorded gain from disposal of equipment under the agreement in the year ended December 31, 2017 amounting to Baht 0.58 million and gradually recorded the interest income at the effective interest rate over the life of the agreement, at the rate of 8.375% per annum, in the separate financial statements.

9. INVENTORIES - NET

Inventories as at December 31, consisted of:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Finished goods	819,235.70	952,926.89	-	-
Work in process	7,222,755.47	21,074,957.98	5,007,210.31	10,215,878.41
Total Inventories	8,041,991.17	22,027,884.87	5,007,210.31	10,215,878.41
Loss on inventory devaluation	(862,382.56)	(862,382.56)	-	-
Total inventories - net	7,179,608.61	21,165,502.31	5,007,210.31	10,215,878.41

10. INVESTMENTS IN JOINT VENTURES - NET

Investments in joint ventures as at December 31, comprised:

Joint Venture's name	Nature of business	Country	Ownership / voting right (%)		Paid-up capital		Consolidated financial statements		Separate financial statements	
			2018	2017	2018	2017	Carrying amounts based on equity method		Carrying amounts based on cost method	
			2018	2017	2018	2017	2018	2017	2018	2017
CMO Show Corp Co. Ltd.	Development center show by mix up between Thai legendary and high technology as a presentation under the name "Himmaphan Avatar"	Thailand	39.2857	39.2857	140,000	140,000	-	12,904	55,000	55,000
	Less share of loss from investments in joint ventures over cost of investments presented as deduction to long-term loans to lated parting						(20,826)	-	-	-
	Less intercompany profit in the outstanding equipment of joint venture						(21,603)	(24,582)	-	-
	Total Investments in joint venture						(42,429)	(11,678)	55,000	55,000
	Less allowance for impairment of investment								55,000	(6,000)
	Total Investments in joint venture - net								-	49,000

Investment in CMO Show Corp Co., Ltd. by using equity method as at December 31, 2018, with outstanding amount of Baht 0.00 million as a result of accumulative loss sharing in joint venture, equaling to the investment in joint venture of Baht 55 million plus the recorded share of loss in exceeding the cost of investment shown as the deduction on long-term loans to related parties in the amount to Baht 20.83 million as described in Note 5 to the financial statements. In addition, the consolidated statement of profit or loss and other comprehensive income for the year 2018 recorded its share of loss from investment in joint ventures of Baht 30.75 million. The Joint venture's financial statements used for the preparation the consolidated financial statements under the equity method were prepared by the company's accounting staff.

During the year, the Company recognized its share of loss from its investment in the joint ventures, CMO Show Corp Co., Ltd. as follow:

	Unit: Baht	
	2018	2017
Share of loss in the years	33,730,618.31	38,900,392.58
Intercompany profit in the outstanding equipment of joint venture	(2,979,359.74)	(2,640,796.82)
Share of loss from investment in joint ventures	30,751,258.57	36,259,595.76

Financial information of CMO Show Corp Co., Ltd. is summarized below:

Statement of financial position

Cash and cash equivalents	461	179
Current assets	48,260	28,632
Non-current assets	214,465	254,614
Current liabilities	127,766	209,242
Non-current liabilities	188,432	41,335

Statement of profit or loss

for the year ended December 31,		
	2018	2017
Total revenues	5,760	14,139
Net loss	(85,778)	(82,360)

The reconciliation of the financial information to book value of investment in the joint venture as presented in consolidated financial statement can be summarized as follow:

	Unit: Thousands Baht	
	2018	2017
Net assets of joint venture	(53,012)	32,848
Portion of equity interest in joint venture (%)	39.2857%	39.2857%
Equity interest in net assets of joint venture	(20,826)	12,904
Less Intercompany profit in the outstanding equipment of joint venture	(21,603)	(24,582)
Book value of investment in joint venture - net	(42,429)	(11,678)

Unit: Thousands Baht		
Consolidated financial statements		
	2018	2017
Share of loss in the years	33,730,618.31	38,900,392.58
Intercompany profit in the outstanding equipment of joint venture	(2,979,359.74)	(2,640,796.82)
Share of loss from investment in joint ventures	30,751,258.57	36,259,595.76

Unit: Thousands Baht		
	2018	2017
Cash and cash equivalents	461	179
Current assets	48,260	28,632
Non-current assets	214,465	254,614
Current liabilities	127,766	209,242
Non-current liabilities	188,432	41,335

Unit: Thousands Baht		
	2018	2017
Total revenues	5,760	14,139
Net loss	(85,778)	(82,360)

Unit: Thousands Baht		
	2018	2017
Net assets of joint venture	(53,012)	32,848
Portion of equity interest in joint venture (%)	39.2857%	39.2857%
Equity interest in net assets of joint venture	(20,826)	12,904
Less Intercompany profit in the outstanding equipment of joint venture	(21,603)	(24,582)
Book value of investment in joint venture - net	(42,429)	(11,678)

11. INVESTMENTS IN SUBSIDIARIES - NET

Investments in subsidiaries as presented in separate financial statement as at December 31, are as follows:

Subsidiaries	Country	Nature of business	Company's equity interest and voting rights (%)		Paid-up capital		Cost Method		Dividend income	
			2018	2017	2018	2017	2018	2017	2018	2017
			99.99	99.99	135,000	135,000	134,999	134,999	10,800	18,900
PM Center Co., Ltd.	Thailand	Rental equipment for image, lighting, sound and effects.	99.95	99.95	15,000	15,000	14,601	14,601	-	-
The Eyes Co., Ltd. multi-visual slides,	Thailand	Production of videos, multimedia and computer graphics.	40.00	40.00	2,000	2,000	5,400	5,400	2,786	6,621
Exposition Technology Co., Ltd.	Thailand	Electrical and lighting services.	56.99	56.99	2,000	2,000	1,140	1,140	-	-
Momentum S Co., Ltd.	Thailand	Event management for private events, wedding ceremonies, birthday parties and other.	69.99	69.99	7,500	7,500	5,250	5,250	6,230	1,119
Muse Corporation Co., Ltd.	Thailand	Concert organizers, sound, lighting and all types of multimedia.	100.00	-	10,000	-	10,000	-	-	-
Imaginia Co., Ltd.	Thailand	Amusement park and Theme park.								
Total investments in subsidiaries										
Less: Impairment of investment										
Total investments in subsidiaries - net										

Unit: Thousands Baht

During the year 2016, the Group sold its investment in Momentum S Co., Ltd. of 3.01 percent, resulting the remained of investments at 56.99 percent. The Group received proceeds from the sale of investments of Baht 300,000. The capital deficiency according to the proportion of sales of Baht 3,380.88 was transferred to non-controlling interests. The difference of Baht 303,380.88 between decreasing in non-controlling interest and cash received is presented as part of the owners of the parent.

On July 1, 2008, the Company acquired 4,000 ordinary shares of Exposition Technology Co., Ltd., at Baht 1,250 per share (Par value of Baht 100 per share), totaling Baht 5 million. According to the unaudited or un-reviewed financial statements, the acquisition incurred costs of Baht 4.64 million in excess of the book value of the subsidiary company as at July 1, 2008.

The significant of non-controlling interests of subsidiaries are as follows:

Subsidiaries	Country	Non-controlling interests (%)	Comprehensive income (loss) attributable to	
			non-controlling	Retained non-controlling
Exposition Technology Co., Ltd.	Thailand	60%	5,841	13,903
Other subsidiaries	Thailand	0.01% - 60.01%	6,186	3,894
Total			12,027	17,797

Financial information of subsidiaries before eliminated transaction is as follows:

	(Unit: Thousands Baht)					
	Exposition Technology Co., Ltd.		Other subsidiaries		Total	
	2018	2017	2018	2017	2018	2017
Current assets	43,769	40,414	202,381	229,174	246,150	269,588
Non-current asset	27,460	19,674	484,993	499,151	512,453	518,825
Current liabilities	(43,473)	(37,557)	(335,564)	(380,338)	(379,037)	(417,895)
Non-current liabilities	(6,769)	(4,290)	(82,661)	(98,686)	(89,430)	(102,976)
Non-controlling interests	13,903	12,241	3,894	378	17,797	12,619
Non-controlling interests (%)	60%	60%	0.01% - 60.01%	0.01% - 60.01%	0.01% - 60.01%	0.01% - 60.01%
Revenues	189,843	178,551	740,722	893,237	930,565	1,071,788
Net profit (loss) during the year of						
Non-controlling interests	5,841	8,005	6,186	(626)	12,027	7,379
Net comprehensive income of						
Non-controlling interests	-	-	-	-	-	-
Net cash from (used in)						
Operating activities	8,742	12,833	182,934	49,892	191,676	62,725
Investing activities	1,018	10,399	(67,556)	(29,116)	(66,538)	(18,717)
Financing activities	(5,439)	(17,000)	(108,538)	(22,975)	(113,977)	(39,975)
Net increase (decrease) in cash	4,321	6,232	6,840	(2,199)	11,161	4,033

12. PROPERTY, PLANT AND EQUIPMENT – NET

Property, plant and equipment as at December 31, 2018 consisted of:

	Unit : Baht					
	Consolidated financial statements					
	Movement during the year					
	As at January 1, 2018	Increase	Reclassification		Disposal	As at December 31, 2018
		transfer in	transfer out			
Cost						
Land						
- At cost	65,702,303.07	-	-	-	-	65,702,303.07
- Revaluation surplus	144,749,220.00	-	-	-	-	144,749,220.00
At appraised value	210,451,523.07	-	-	-	-	210,451,523.07
Buildings	290,539,307.46	845,000.00	-	-	762,321.54	290,621,985.92
Building improvements	58,163,428.60	480,527.48	-	-	-	58,643,956.08
Building and equipment on leased space	538,103.74	-	-	-	-	538,103.74
Operating equipment	667,083,988.39	83,992,581.06	-	-	3,523,345.74	747,553,223.71
Office equipment	74,851,606.44	870,578.31	-	-	-	75,722,184.75
Furniture and fixtures	4,426,331.86	316,054.71	-	-	1,168,713.80	3,573,672.77
Vehicles	31,102,405.26	10,851,467.28	-	-	4,836,890.20	37,116,982.34
Supplies - lighting	2,396,382.71	1,822,109.11	-	-	1,985,932.49	2,232,559.33
Other supplies	1,576,231.57	16,177,720.58	-	-	14,501,361.97	3,252,590.18
Total	1,341,129,309.10	115,356,038.53	-	-	26,778,565.74	1,429,706,781.89
Accumulated depreciation						
Buildings	77,683,072.02	12,248,079.29	-	6,431,778.58	158,944.04	83,340,428.69
Building improvements	21,648,337.70	7,859,828.26	9,971,317.61	-	-	39,479,483.57
Building and equipment on leased space	265,738.97	96,006.87	-	-	-	361,745.84
Operating equipment	534,817,578.85	70,413,521.72	-	3,539,539.03	3,523,165.74	598,168,395.80
Office equipment	63,562,664.78	8,483,242.60	-	-	-	72,045,907.38
Furniture and fixtures	2,814,072.34	560,628.42	-	-	1,168,648.80	2,206,051.96
Vehicles	23,056,300.25	3,464,900.02	-	-	4,392,403.36	22,128,796.91
Total	723,847,764.91	103,126,207.18	9,971,317.61	9,971,317.61	9,243,161.94	817,730,810.15
Allowance for impairment	3,843,122.59	50,727.15	-	-	-	3,893,849.74
Net booked value	613,438,421.60					608,082,122.00

Depreciations for the years ended December 31, 2018 and 2017, amounted to Baht 103.13 million and Baht 105.19 million, respectively, in the Company's consolidated statements of profit or loss.

As at December 31, 2018 and 2017, the Group's equipment and vehicles amounting to Baht 498.08 million and Baht 392.13 million, respectively, were fully depreciated but still in use.

	Unit : Baht					
	Separate financial statements					
	Movement during the year					
	As at January 1, 2018	Increase	Reclassification		Disposal	As at December 31, 2018
		transfer in	transfer out			
Cost						
Land	390,000.00	-	-	-	-	390,000.00
Buildings	75,293,248.20	845,000.00	-	-	762,321.54	75,375,926.66
Building improvements	35,208,758.78	70,000.00	-	-	-	35,278,758.78
Operating equipment	49,836,587.48	2,670,326.78	-	-	6,500.00	52,500,414.26
Office equipment	14,249,044.02	137,220.00	-	-	-	14,386,264.02
Vehicles	9,146,941.14	3,268,224.30	-	-	3,877,210.30	8,537,955.14
Total	184,124,579.62	6,990,771.08	-	-	4,646,031.84	186,469,318.86
Accumulated depreciation						
Buildings	20,649,919.90	3,772,638.47	-	6,024,730.62	158,944.04	18,238,883.71
Building improvements	15,238,819.10	7,050,363.33	9,564,269.65	-	-	31,853,452.08
Operating equipment	48,369,180.58	1,679,942.63	-	3,539,539.03	6,499.00	46,503,085.18
Office equipment	10,818,453.42	2,751,306.27	-	-	-	13,569,759.69
Vehicles	7,651,665.00	679,913.14	-	-	3,432,728.46	4,898,849.68
Total	102,728,038.00	15,934,163.84	9,564,269.65	9,564,269.65	3,598,171.50	115,064,030.34
Allowance for impairment	2,998,198.88					2,998,198.88
Net booked value	78,398,342.74					68,407,089.64

Depreciations for the years ended December 31, 2018 and 2017, amounted to Baht 15.93 million and Baht 17.48 million, respectively, in the Company's separate statements of profit or loss.

As at December 31, 2018 and 2017, the Company's equipment and vehicles amounting to Baht 53.69 million and Baht 51.21 million, respectively, were fully depreciated but still in use.

The Group's land and construction are mortgaged as collateral for letters of guarantee, bank overdrafts and loans from financial institutions.

13. INTANGIBLE ASSETS – NET

Intangible assets as at December 31, 2018, consisted of:

Unit : Baht			
Consolidated financial statements			
As at	Movement during the year		As at
January 1, 2018	Increase	Decrease / transfer	December 31, 2018
Cost			
License fee	229,497.54	-	229,497.54
Computer software	10,698,260.18	-	10,698,260.18
Computer software under development	1,820,000.00	1,008,000.00	2,828,000.00
Total	12,747,757.72	1,008,000.00	13,755,757.72
Accumulated amortization			
License fee	124,043.34	52,446.19	176,489.53
Computer software	6,755,910.98	2,022,315.02	8,778,226.00
Total	6,879,954.32	2,074,761.21	8,954,715.53
Net booked value	5,867,803.40		4,801,042.19

Unit : Baht			
Separate financial statements			
As at	Movement during the year		As at
January 1, 2018	Increase	Decrease / transfer	December 31, 2018
Cost			
Computer software under development	1,820,000.00	962,000.00	2,782,000.00
Total	1,820,000.00	962,000.00	2,782,000.00
Net booked value	1,820,000.00		2,782,000.00

Amortization for the year ended December 31, 2018, in the consolidated financial statements of Baht 2.07 million are included in the statements of profit or loss.

14. DEFERRED TAX ASSETS AND LIABILITIES - NET

Movements in deferred tax assets and liabilities during the year are as follows:

Unit: Thousands Baht			
Consolidated financial statements			
As at	Movement increase (decrease)		As at
January 1, 2018	Profit or loss	Other comprehensive	December 31, 2018
Deferred tax assets :			
Allowance for doubtful accounts	4,094	(3,037)	1,057
Loss on inventory devaluation	173	-	173
Allowance for impairment	768	-	768
Provision for employee benefit obligations	5,414	614	6,028
Provision	360	-	360
Depreciation of supply	312	59	371
Depreciation	-	910	910
Deferred tax liabilities :			
Surplus on land revaluation	28,950	-	28,950
Depreciation	1,454	(1,454)	-
Deferred tax assets - net	6,972	(2,914)	4,058
Deferred tax liabilities - net	26,256	(2,915)	23,341

Unit: Thousands Baht			
Separate financial statements			
As at	Movement increase (decrease)		As at
January 1, 2018	Profit or loss	Other comprehensive	December 31, 2018
Deferred tax assets :			
Allowance for doubtful accounts	3,183	(3,183)	-
Allowance for impairment	600	-	600
Provision for employee benefit obligations	1,570	128	1,698
Provision	360	-	360
Total deferred tax assets	5,713	(3,055)	2,658

Tax expenses for the years ended December 31, are as follows:

	Unit: Thousands Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Profit before income tax	91,782	66,298	24,225	59,387
Income tax rate	20%	20%	20%	20%
Current income tax as tax rate	18,356	13,260	4,845	11,877
Non-deductible expenses by the Revenue Code	11,652	5,539	10,737	2,688
Double expenses by the Revenue Code	(2,946)	(2,067)	(253)	(357)
Dividend income	-	-	(3,963)	(5,328)
Inter-company transactions	(10,393)	(1,380)	-	-
Share of loss of investment in joint ventures	6,746	7,780	-	-
Unutilized tax loss carry forward	1,956	2,729	-	-
Utilized tax loss carry forward unrecord	(1,135)	(2,608)	-	(2,189)
Unrealize gain from sales of inventories				
to joint venture	(596)	(528)	-	-
Adjust unutilized defertax assets	3,184	-	3,183	-
Tax expenses	26,824	22,725	14,549	6,691
The average effective tax rate	29%	34%	60%	11%

The Group has unused tax loss carry forward as at December 31, 2018, amounting to Baht 10.57 million, respectively. Due to the uncertainty of the utilization, therefore, the management considers not to recognize this deferred tax.

The Group used the income tax rate of 20% for the calculation of corporate income tax for the years ended December 31, 2018 and 2017.

15. OTHER NON-CURRENT ASSETS

Other non-current assets as at December 31, consisted of:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Withholding income tax	78,765,644.15	75,852,530.57	63,118,806.47	56,998,608.80
Deposits	10,115,961.60	11,953,667.67	8,194,772.44	10,330,540.29
Total other non-current assets	88,881,605.75	87,806,198.24	71,313,578.91	67,329,149.09

16. BANK OVERDRAFTS AND SHORT-TERM LOANS FROM FINANCIAL INSTITUTIONS

Bank overdrafts and short-term loans from financial institutions as at December 31, comprised:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Bank overdrafts	45,298,782.57	61,474,884.67	17,840,862.22	33,932,482.11
Factoring transactions	17,544,335.35	45,949,467.70	5,073,485.35	8,312,784.26
Less prepaid interest	(151,412.44)	(128,380.05)	(54,835.93)	(64,964.82)
Factoring - net	17,392,922.91	45,821,087.65	5,018,649.42	8,247,819.44
Promissory notes	198,600,000.00	190,202,101.41	163,600,000.00	150,200,000.00
Less discount	(1,056,943.26)	(987,097.35)	(751,883.70)	(669,726.15)
Promissory notes - net	197,543,056.74	189,215,004.06	162,848,116.30	149,530,273.85
Total bank overdrafts and short-term loans from financial institutions	260,234,762.22	296,510,976.38	185,707,627.94	191,710,575.40

As at December 31, 2018 and 2017, the Group had bank overdrafts and short-term loans facilities as follows:-

	Unit: Million Baht	
	2018	2017
CMO Public Company Limited and subsidiaries	581.0	611.3
CMO Public Company Limited	313.0	303.0

As at December 31, 2018 and 2017, bank overdrafts, short-term loans, and long-term loan from financial institutions, incurring interest rates between the market rate and MOR, are guaranteed by certain directors of the Company' and the subsidiaries, by a mortgage of the Group's land and constructions, and by restricted deposits at banks.

17. TRADE AND OTHER CURRENT PAYABLES

Trade and other current payables as at December 31, comprised:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Trade payables				
Trade payables - related parties	321,000.00	-	33,195,594.76	19,179,682.30
Trade payables - other	114,773,250.10	122,662,057.13	48,655,661.42	52,253,964.40
Total trade payables	115,094,250.10	122,662,057.13	81,851,256.18	71,433,646.70
Other current payables				
Other payables	2,286,532.03	4,314,014.90	758,966.36	2,167,652.50
Accrued expenses	17,448,307.74	30,403,318.37	1,416,119.15	16,050,071.62
Accrued withholding tax	5,621,130.41	3,099,445.65	3,276,334.03	1,424,342.99
Accrued interest expense - related parties	-	-	-	12,739.73
Accounts payable for purchases of fixed assets	593,422.00	8,025.00	556,507.00	8,025.00
Unearned income received from customers	7,535,180.17	13,329,981.31	2,668,886.60	3,309,641.46
Revenue Department payable	3,263,793.02	843,863.47	1,777,355.25	-
Undue output VAT	19,144,021.96	20,779,089.40	7,201,592.66	8,032,604.20
Deposit	2,691,950.43	1,739,548.49	511,171.00	507,031.00
Provisions	1,800,000.00	1,800,000.00	1,800,000.00	1,800,000.00
Other	5,463,384.24	3,886,698.74	315,576.00	261,348.00
Total other current payables	65,847,722.00	80,203,985.33	20,282,508.05	33,573,456.50
Total trade and other current payables	180,941,972.10	202,866,042.46	102,133,764.23	105,007,103.20

18. LIABILITIES UNDER FINANCIAL LEASE AGREEMENTS - NET

Liabilities under financial lease agreements as at December 31, comprised:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Due within 1 year				
Minimum payments	28,356,065.53	16,557,311.64	1,032,919.65	357,785.08
Deferred interest	(2,731,474.91)	(1,683,326.73)	(104,725.21)	(63,601.01)
Present value of minimum payment	25,624,590.62	14,873,984.91	928,194.44	294,184.07
Due over 1 year not exceeding 5 years				
Minimum payments	34,424,022.12	19,678,976.64	1,501,902.87	791,197.70
Deferred interest	(1,621,324.48)	(1,059,769.61)	(61,858.52)	(60,702.39)
Present value of minimum payment	32,802,697.64	18,619,207.03	1,440,044.35	730,495.31
Net book value of equipment under finance leases agreements	78,071,476.30	58,024,482.24	3,473,138.58	1,343,187.69

The Group entered into lease agreements with a bank and certain companies for operating equipment and vehicles. The leases agreements have the terms of three to five years and bear interest rates of 2.07% to 7.50% per annum.

19. LONG-TERM LOANS FROM FINANCIAL INSTITUTIONS - NET

Long-term loans from financial institutions as at December 31, comprised:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Long-term loans from banks	69,258,529.08	90,584,868.44	36,608,696.08	36,698,391.44
<u>Less</u> current portion	<u>(39,424,032.59)</u>	<u>(35,497,270.20)</u>	<u>(20,884,199.59)</u>	<u>(14,260,626.20)</u>
Long-term loans - net	29,834,496.49	55,087,598.24	15,724,496.49	22,437,765.24

Movements in the long-term loans during the years ended December 31, are summarized below.

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Balance as at January 1,	90,584,868.44	148,700,649.56	36,698,391.44	57,400,234.18
Add: Additional borrowings	20,000,000.00	-	20,000,000.00	-
Less: Repayment	(41,326,339.35)	(58,115,781.12)	(20,089,695.35)	(20,701,842.74)
Balance as at December 31,	69,258,529.09	90,584,868.44	36,608,696.09	36,698,391.44

The Company

As at December 31, 2018 and 2017, the Company's long-term loans from banks carried interest at MLR minus certain rate, as stipulated in the agreement. The repayments of the principle and interest are to be made monthly. Full settlement of these loans is to be made within May 2020 to January 2021.

Subsidiaries

As at December 31, 2018 and 2017, the subsidiaries' long-term loans from banks carried interest at MLR minus certain rate, as stipulated in the agreement. The repayments of the principle and interest are to be made monthly. Full settlement of these loans is to be made within July 2021 to July 2022.

The loan agreements contain several covenants which, among other things, require the Company and its subsidiaries to maintain debt-to-equity ratio and debt service coverage ratio at the rate prescribed in the agreements.

All long-term loans from financial institution are guaranteed by a mortgage of the Company's and its subsidiary's land and constructions, pledge of fixed deposits, and guarantees by the Company and its subsidiary.

20. NON-CURRENT PROVISION FOR EMPLOYEE BENEFITS

Movement of the present value of provision for long-term employee benefits for the years ended December 31, is as follows:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Non-current provision for employee benefits				
beginning of the years	27,071,057.00	24,397,404.00	7,851,248.00	7,239,108.00
Included in profit or loss:				
Current service costs	2,282,486.00	2,323,900.00	426,531.00	415,237.00
Cost of interest	785,988.00	704,013.00	213,554.00	196,903.00
Employee benefit obligations				
of subsidiaries disposed	-	(354,260.00)	-	-
Non-current provision for employee benefits				
ending of the years	30,139,531.00	27,071,057.00	8,491,333.00	7,851,248.00

Employee benefit expenses present on administrative expenses in the statements of profit or loss.

Principal actuarial assumptions at the valuation date are as follow:

	(Percentage (%)/annum)			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Discount rate	2.62-3.64	2.62-3.64	2.72	2.72
Future salary increase rate	3-6	3-6	5	5
Mortality rate	80%	80%	80%	80%
	of Thai Mortality Ordinary		of Thai Mortality Ordinary	
	Tables of 2008		Tables of 2008	
Employee turnover rate				
Age under 25 year	22.92-57.30	22.92-57.30	45.84	45.84
Age over 25 and up to 30 years	17.19-42.98	17.19-42.98	34.38	34.38
Age over 30 and up to 35 years	11.46-28.65	11.46-28.65	22.92	22.92
Age over 35 and up to 40 years	7.64-19.10	7.64-19.10	15.28	15.28
Age over 40 and up to 45 years	5.73-14.33	5.73-14.33	13	13
Age over 45 and up to 50 years	3.82-9.55	3.82-9.55	13	13
Age over 55 and up to 60 years	1.91-4.78	1.91-4.78	13	13

On December 13, 2018, The National Legislative Assembly passed a resolution approving the draft of a new Labour Protection Act, which is in the process being published in the Royal Gazette. The new Labour Protection Act stipulates additional legal severance pay rates for employees who have worked for an uninterrupted period of twenty years or more. Such employees are entitled to receive compensation of not less than that of the last 400 days, based on the final wage rate. This change is considered a post-employment benefits plan amendment and the Group is in the process of evaluating the impact to the financial statements when the law is effective.

21. LEGAL RESERVE

In compliance with the Public Company Act, B.E. 2535 (1992), the Company set aside as a legal reserve at least 5% of its net profit until the reserve equal 10% of the authorized share capital. This reserve is not available for dividend distribution.

22. DIVIDEND PAYMENT

Pursuant to Annual Meeting of Shareholders, held on April 25, 2018 the shareholders authorized the payment of eligible shareholders a dividend from the profit the year 2017 to shareholders of Baht 0.10 per share, amounting to Baht 25.55 million. The dividend was paid on May 24, 2018.

Pursuant to the Meeting of Board of Directors No.3/2017, held on August 10, 2017, approved to the payment of eligible shareholders a dividend from the profit for the six-month period ended June 30, 2017 to shareholders of Baht 0.08 per share, amounting to Baht 20.44 million. The dividend was paid on September 5, 2017.

Pursuant to Annual Meeting of Shareholders, held on April 27, 2017 the shareholders authorized the payment of eligible shareholders a dividend from the profit the year 2016 to shareholders of Baht 0.055 per share, amounting to Baht 14.05 million. The dividend was paid on May 25, 2017.

23. EXPENSES BY NATURE

Expenses by nature for the years ended December 31, are as follows:

	(Unit : Million Baht)			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Cost of service	899.65	839.41	402.11	375.06
Employee benefits	275.27	270.14	115.53	114.81
Depreciation and amortization	105.20	107.39	15.93	17.78
Advertising fee	0.95	1.20	0.72	0.36
Management compensation	63.46	58.79	30.93	29.14
Allowance for Doubtful Accounts	2.76	6.18	0.53	3.02

24. FINANCIAL INFORMATION BY SEGMENT

The Group engages in the business of event management operate for public, exhibition and various entertainment activities in Thailand. The revenues separated by business segments are as follows:

For the year ended December 31, 2018

	Unit : Thousands Baht						
	Consolidated Financial Statements						
	Organizer	Rental Equipment	Production of Media	Installation supplies and Electrical	Amusement park	Eliminated	Total
Revenues							
Marketing and Promotion Events	399,641						
Trade Shows and Exhibitions	106,174						
Public Events	217,247						
Professional Exhibition Organizer	20,372						
Museum	53,083						
Total	796,517	486,015	50,625	189,737	27,143	(100,941)	1,449,095
Cost of services							(1,100,353)
Gross profit							348,742
Other income							9,150
Selling expenses							(12,752)
Administrative expenses							(198,327)
Finance costs							(24,279)
Share of loss from investments using the equity method							(30,751)
Profit before income tax							91,783
Tax expense							(26,825)
Profit (loss) for the year	28,401	33,008	1,149	9,712	(9,848)	2,535	64,958
Profit attributable to Equity holders of the Company							52,931
Non-controlling interests							12,027
							64,958
As at December 31, 2018							
Trade and other receivables - net	194,479	146,694	17,313	30,359	830	(47,728)	341,948
Property plant and equipment - net	69,682	388,120	33,863	20,957	9,887	85,573	608,082
Other	481,446	47,247	4,337	20,582	5,104	(351,824)	206,892
Total Assets	745,607	582,061	55,513	71,898	15,821	(313,979)	1,156,922

For the year ended December 31, 2017

Unit : Thousands Baht							
Consolidated Financial Statements							
	Organizer	Rental Equipment	Production of Media	Installation supplies and Electrical	Amusement park	Eliminated	Total
Revenues							
Marketing and							
Promotion Events	236,753						
Trade Shows and							
Exhibitions	145,337						
Public Events	151,502						
MICE	9,216						
Professional							
Exhibition Organizer	20,494						
Museum	124,218						
Total	687,520	524,875	43,922	177,630	21,788	(93,499)	1,362,236
Cost of services							(1,043,273)
Gross profit							318,963
Other income							14,205
Selling expenses							(6,511)
Administrative expenses							(198,703)
Finance costs							(25,397)
Share of loss from investments using the equity method							(36,260)
Profit before income tax							66,298
Tax expense							(22,724)
Profit (loss) for the year	53,360	41,968	(628)	12,963	(6,337)	(57,751)	43,574
Profit attributable to							
Equity holders of the Company							36,195
Non-controlling interests							7,379
							43,574
As at December 31, 2017							
Trade and other receivables - net	194,025	167,245	13,365	25,751	2,185	(34,975)	367,597
Property plant and equipment - net	79,930	376,857	38,489	17,206	17,977	82,979	613,438
Other	498,730	52,409	7,022	16,543	6,443	(381,846)	199,301
Total Assets	772,685	596,511	58,877	59,500	26,605	(333,842)	1,180,336

25. FINANCIAL INSTRUMENTS

Financial Risk Management

The Group is exposed to risks from changes in market interest rates, and from nonperformance of contractual obligations by counterparties. The Group does not use derivative instruments to manage such risks. They do not hold or issue derivative instruments for speculative or trading purposes.

Interest rate risk

The interest rate risk constitutes future movements in market interest rates that will affect the results of the Group's operations and its cash flows. The Group's exposure to interest rate risk relates primarily to its deposits with and loans from financial institutions, and short-term loans from related parties.

Since the majority of these financial assets and liabilities are short-term and long-term loans bear floating interest rates, the Group's believe that there will be no material impact on their respective financial statements.

Foreign currency risk

Foreign exchange rate risk arises from purchasing equipment in foreign currency. The management believes that the Group's foreign exchange rate risk is minimal, so there is no any contract to hedge such risk.

Credit Risk

The Group provides credit terms to each customer after confirming her credit worthiness. The collection of accounts receivables is closely monitored and will focus on the overdue receivables and the Group will make a provision for accounts receivable that is overdue for more than 365 days. Presently, the Group's management believe that there is no significant loss arising from the uncollected receivables

Fair Value

As the majority of financial assets and liabilities are short-term and long-term loans bearing floating interest rates, the Company's and the subsidiaries' management believe that their carrying values of financial assets and liabilities do not materially differ from their fair value.

The risk of liquidity

The Group monitors its liquidity risk by maintaining a level of cash and cash equivalents deemed adequate by management to finance the Group and to mitigate the effects of fluctuations in cash flows.

Capital management

The Board's policies are to maintain a strong capital base so as to provide assurance to shareholders, investors, creditors and maintain market confidence, and to sustain future development of the business. The Board monitors the return on capital which the Company defines as result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

26. PROVIDENT FUND

The Group and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2552. Both employees and the Company contribute to the fund on a monthly basis at the rate of 3% - 15% of salary. The fund, which is managed by TISCO Asset Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. Total contributions by the Group for the years ended December 31, 2018 and 2017 amounted to approximately Baht 6.37 million and Baht 5.35 million respectively, in the consolidated financial statement, and amounted to Baht 2.85 million and Baht 2.47 million respectively, in the separated financial statement.

27. COMMITMENTS AND CONTINGENT LIABILITIES

As at December 31, 2018 and 2017, the Group has contingent liabilities in relation to the letters of guarantee issued by banks amounting to Baht 85.6 million.

The Group has commitments with regard to operating lease agreements where the Group is the lessee with leasing terms of 1 - 3 years. The contract cannot be terminated.

As at December 31, 2018 and 2017, the Group had obligations to render lease payments in the future as follows:

	Unit: Million Baht			
	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Due within 1 year	4.41	6.04	1.97	1.94
Due over 1 year but not over 5 years	1.57	1.16	0.07	1.92
Total	5.98	7.20	2.04	3.86

As at December 31, 2018 and 2017, the Group has the commitment from factoring account receivable to financial institution in case of defaulted on debt of Baht 17.54 million and Baht 45.95 million respectively.

28. LITIGATION

On August 2, 2018, the joint venture was sued for damages under Black Court Case No. 1453P/2017. The Court of First Instance ruled that the Company must compensate the plaintiff in the amount of Baht 53.97 million. On January 25, 2019, the Company filed an appeal with the Appeals Court, according to Red Case No. 3803P/2518. Legal counsel representing both the Company and the joint venture, as well as the Management of both entities, believe the case will not create material damage to the joint venture.

On November 29, 2018, a contractor sued the Company for damages, in the amount of Baht 53.97 million, according to Black Court No. 1453P/2017. Legal counsel and Management of the Company believe that the outcome of the case will not cause any damage. Therefore, the Company has not provisioned for any liabilities that may arise from the case.

29. EVENT AFTER THE REPORTING PERIOD

On February 1, 2019, the Extraordinary General Shareholders' Meeting of PM Center Co., Ltd., a subsidiary, passed a resolution approving a registered capital increase, from Baht 135 million to Baht 165 million, or Baht 30 million in all, by issuing 300,000 new ordinary shares with a par value of Baht 100 per share. As the Company acquired all such additional ordinary shares, its shareholding remains unchanged at 99.99%.

On February 7, 2019, the Company received a transfer of 400 shares from Momentum S Co., Ltd., a subsidiary, at the total price of Baht 80,000, as a result the Company's shareholding in the subsidiary increased from 56.99% to 58.99%.

30. APPROVAL OF FINANCIAL STATEMENT

These financial statements have been approved by the Board of Directors for issuance on February 28, 2019.



APPENDIX



MEGA Countdown 2019
by CMO

Attachment 1

Attachment 1.1 Information of Board of Director and Executive Management of CMO Public Company Limited as at December 31, 2018

Name	Age	Education	No. of share As of 28 December 2018	Relationship	Working Experience last 5 years		
					Year	Position	Company
1. Mr. Anant Gatepithaya	67	- MM , Graduate Institute of Business Administration of Chulalongkorn University (SASIN) - National Director Conference 2016 - Director Forum 2/2015 - RCL 1/2015 - AACP 17/2014 - RMP 1/2013 - Risk Resilience 2/2013 - CNBC 3/2013 - R-Forum 1/2013 - DTT 1/2013 - AGM 1/2013 - NDC 1/2013 - DBT 1/2013 - HRP 2/2012 - QFR 1/2006 - DAP 1/2004 - ACP 2/2004 - DCP 17/2002	240,000 shares (0.094%)	-	2003-Present 2007-Present 2004-Present 2001-Present 2008-Present 2000-Present	- Independent Director, Member of the Audit Committee and Chairman of The Risk Management Committee - Independent Director and Member of the Audit Committee - Independent Director, Member of the Audit Committee / Chairman of the Risk Management Committee / Director of the Nomination and Compensation Committee - Independent Director, Member of the Audit Committee and Chairman of the Risk Management Committee - Independent Director and Member of the Audit Committee - Chairman	- CMO Public Company Limited - Raja Ferry Port Public Company Limited - Fortune Parts Industry Public Company Limited - Supalai Public Company Limited - Zeer Property Public Company Limite - The Brilliant Solution Co., Ltd.
2. Mr. Netipong Wichitwechkarn	55	- Master of Laws, Harvard University – Harvard Law School - Master of Laws, University of Chicago Law School - DAP 143/2017	None	-	2016-Present 2002-Present 2002-Present 2003-Present 2003-Present 2004-Present 2004-Present 2004-Present 2006-Present 2015-Present 2015-Present 2015-Present 2015-Present	- Director and Audit Committee - Director - Director - Director - Director - Director - Director - Director - Director - Director - Director - Director - Director	- CMO Public Company Limited - HIS Tong nan co., Ltd - Tong nan Holdings Co., Ltd. - Cavalino Holdings Co., Ltd. - Tevalai Co., Ltd. - Royal Advocates International Co., Ltd. - Vija (Holdings) Co., Ltd. - HIS (Thailand) Co., Ltd. - Zen Capital (Thailand) Co., Ltd. - Naiton Beach Co., Ltd. - Malaiwana Hill Co., Ltd. - Malaiwana Beach Club Co.,Ltd. - Malaiwana Resort Co., Ltd.
3. Miss Anusra Chittmittrapap	65	- Bachelor of Communication Arts. Chulalongkorn University - Chartered Director Class 2014 - RCC 2014 - DCP 2011	None	-	2016-Present 2017-Present 2015-Present 2018-Present 2015-2016 2015 2014-2015 2011-2014	- Director and Audit Committee - Director - Advisor - Advisor - Director - Chairman - Vice Chairman - President & CEO	- CMO Public Company Limited - Srirang Public Company Limited - Berli Jucker Public Company Limited - Banpu Infinergy Co., Ltd. - Queen Sirikit Botanic Garden Organization - Thailandpost Distribution Co., Ltd. - Thailandpost Co., Ltd. - Thailandpost Co., Ltd.

Attachment 1.1 Information of Board of Director and Executive Management of CMO Public Company Limited as at December 31, 2018

Name	Age	Education	No. of share As of 28 December 2018	Relationship	Working Experience last 5 years		
					Year	Position	Company
4. Mr. Semkhun Kunawong	58	- BCA, Chulalongkorn University - DAP 10/2004	64,548,932 share (25.267%)	Relative of (Mr. Chalay Kunawong)	2003-Present 2017-Present 2015-Present 2015-Present 2014-Present 2008-Present 2003-Present 1986-Present	- Chief Executive Officer and Chairman - Chairman - Director - Chairman - Chairman - Director - Chairman	- CMO Public Company Limited - Imaginia Co., Ltd - CMO Show Crop Co., Ltd - Muse Corporation Co., Ltd. - Momentum S Co., Ltd. - Exposition Technology Co., Ltd. - PM Center Co., Ltd. - The Eyes Co., Ltd.
5. Mr. Chalay Kunawong	63	- Ph.D. in Philosophy, The Ohio State University - DAP 111/2014	None	Relative of (Mr. Semkhun Kunawong)	2013-Present 2017-Present 2015-Present 2014-Present 2003-Present 1986-Present 1990-Present	- Director - Director - Director - Director - Director - Director - Managing Director	- CMO Public Company Limited - Imaginia Co., Ltd. - Muse Corporation Co., Ltd. - Momentum S Co., Ltd. - PM Center Co., Ltd. - The Eyes Co., Ltd - Ongsa Architects Co., Ltd.
6. Mr. Upathum Nisitsukcharoen	54	- Faculty of Architecture, Chulalongkorn University, Bachelor's degree of Industrial design	39,670,000 share (15.529%)	-	2017-Present 2018-Present 2017-Present 2017-Present 2016-Present 2013-Present 2012-Present 1990-Present	- Director - Director - Director - Director - Director - Director - Director - Director - Chairman of Board of Directors - Chairman of Board of Directors	- CMO Public Company Limited - Breathtaking Co.,Ltd - Phenomeon Creation Co.,Ltd - Ignition Co., Ltd. - FWR Co., Ltd. - WrokRight Jointventure - Rightman North Col, Ltd. - Rightman Co., Ltd.
7. Miss Jutiporn Mingkwanrungrueng	46	- Master of Business Administration at Queensland University of Technology, Australia	6,250 share (0.002%)	-	2012-Present 2007-2012	- Managing Director - Director	- CMO Public Company Limited - CMO Public Company Limited
8. Mongkol Silthumpitug	46	- Bachelor of Communication Arts, Payap University	None	-	2013-Present 2004-2013	- Managing Director - Director	- CMO Public Company Limited - CMO Public Company Limited
9. Wanna Issarangkul Na Ayutaya	44	- Interior Architecture, King Mongkut's Institute of Technology	None	-	2015-Present 2007-2014	- Managing Director - Director	- CMO Public Company Limited - CMO Public Company Limited
10. Miss Thanaporn Phetluan	47	- Bachelor of Communication Arts, Bangkok University	None	-	2017-Present 2015-2016	- Managing Director (1 January 2017) - Acting Director	- CMO Public Company Limited - CMO Public Company Limited
11. Miss Chanasa Dermsombull	44	- Bachelor of Communication Arts, Thammasat University	None	-	2017-Present 2015-2016	- Managing Director (1 January 2017) - Director	- CMO Public Company Limited - CMO Public Company Limited
12. Miss Piyamart Yongsirichaisakul	40	- International Business Management, Business school University of Surrey, UK - FPSC 19/2008 - CSP 33/2009 - EMT 15/2009	25 share (0.00001%)	-	2016-Present 2009-Present	- Chief Financial Officer - Company Secretary	- CMO Public Company Limited - CMO Public Company Limited
13. Miss Nantiya Sowapast	42	- Master's Degree of Business Administration (Accounting), Ramkham haeng University - CPD	25 share (0.00005%)	-	2015-Present	- Senior Accounting Manager	- CMO Public Company Limited

Attachment 1.2 Information of Board of Directors,
Executive Managements and Director who have Authorize to Sign of CMO Public Company Limited
and Subsidiaries as at December 31, 2018.

Name	CMO Plc.	S. Cubic Co., Ltd.	Subsidiaries					
			PM Center Co., Ltd.	The Eyes Co., Ltd.	Exposition Technology Co., Ltd.	Momentum S Co., Ltd.	Muse Corporation Co., Ltd.	Imaginia Co., Ltd.
1. Mr. Anant Katepithaya	//, ////							
2. Mr. Netipong Wichitwechkarn	//, ////							
3. Ms. Anusra Chittmitrapap	//, ////							
4. Mr. Sermkhun Kunawong	/, //, ///, ////	/, ///, ////	/, ////	/, ////	//, ////	/, ////	/, ////	/, ////
5. Mr. Chalay Kunawong	//, ////	//, ////	//, ////	//, ////		//, ////	//, ////	//, ////
6. Mr. Upathum Nisitsukcharoen	//							
7. Ms. Piyamart Yongsirichaisakul	///							
8. Ms. Panitda Klaimanee	///							
9. Ms. Jutiporn Mingwanrungrueng	///							
10. Mr. Mongkol Silthumpitug	///							
11. Ms. Wanna Issarangkul Na Ayutaya	///							
12. Ms. Thanaporn Phetluan	///							
13. Ms. Chanasa Dermsombull	///							

Remark / = Chairman // = Committee ///= Executive Management //// = Directors who have authorize to sign ///// = Audit Committee

Attachment 2

Information of Subsidiaries as at December 31, 2018

Name	Subsidiaries							Join venture
	PM Center Co., Ltd.	The Eyes Co., Ltd.	Exposition Technology Co., Ltd.	Momentum S Co., Ltd.	Muse Corporation Co., Ltd.	Imaginia Co., Ltd.	Bayon CM Organizer Co., Ltd.	CMO Show Crop Co., Ltd.
1. Mr.Sermkhun Kunawong	/, ////	/, ////	//, ////	/, ////	/, ////	/, ////	//, ///, ////	//, ////
2. Mr.Chalay Kunawong	//, ////	//, ////		//, ////	//, ////	//, ////		//, ////
3. Mr.Pratheep Pooranawatanakul			//, ////					
4. Ms.Darasri Pooranawatanakul			//, ////					
5. Ms.Pannatorn Boonmahitthisud				//, ////				
6. Mr.Akawut Siriruk				//, ////				
7. Ms.Nuttiga Soontorncharoenont					//, ////			
8. Ms.Sira-ai Rujipapisit					//, ////			
9. Ms.Muanfan Sirikorn Kunawong						//, ////		
10. Mr.Goh Soo Sing								//, ////
11. Mr.Karl Jamommarn								//, ////
12. Ms.Choong Lee Mei								//, ////

Remark / = Chairman // = Committee ///= Executive Management //// = Directors who have authorize to sign ///// = Audit Committee

*On closing process



CMO Plc.